

DEPARTMENT OF TOURISM, CULTURE AND RECREATION



**ANNUAL PERFORMANCE REPORT
FOR THE FISCAL YEAR 2008-09**

September 30, 2009


Newfoundland
Labrador

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PAPER

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REFERENCE PERIOD

This report covers the period April 1, 2008 through March 31, 2009,
the fiscal year of the Government of Newfoundland and Labrador

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The Department of Tourism, Culture and Recreation,
Government of Newfoundland and Labrador

MESSAGE FROM THE MINISTER

As the Minister responsible for the Department of Tourism, Culture and Recreation (TCR), I am pleased to submit the *Annual Performance Report* for the fiscal year 2008-09. This report is submitted in accordance with the Department's obligation as a category one entity under the *Transparency and Accountability Act*. It was prepared under my direction and, as Minister I am accountable for the results reported herein.

As required, this annual performance report demonstrates, with indicators and measurable results, how the Department has performed during the fiscal year 2008-09 in addressing the priority issues identified in *The Department of Tourism, Culture and Recreation Strategic Plan 2008-2011*

(www.tcr.gov.nl.ca/tcr/publications/2008/StrategicPlan2008-11.pdf).

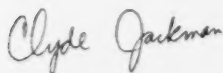
These priority issues are: 1) implement the Recreation and Sport Strategy; 2) make Arts and Culture Centres more relevant and accessible; 3) Strategic Cultural Industries opportunities; 4) preserving and protecting our Tangible and Intangible Cultural Heritage; and 5) enhancing the competitiveness and sustainability of Newfoundland and Labrador as a tourism destination.

The Department's mandate is to support the development of sustainable economic growth in the tourism and cultural industries, support the arts and foster creativity, preserve the province's cultural heritage and historic resources and recognize their importance, and promote participation in recreation and sport, and support sport development.

This report outlines the Departmental activities and policy directions which supported the Department's mandate and strategic goals and objectives. It includes an overview of the Department and highlights key statistics, accomplishments and outcomes of our strategic objectives for 2008-09. Further, it identifies potential opportunities and challenges for the coming fiscal year 2009-10.

The Department of TCR, through its tourism marketing and promotion, development of quality tourism products and experiences, operation of major heritage and cultural facilities and visitor services and its province-wide network of recreation and sport volunteers, is the face of our province to both residents and non-residents alike. In 2008-09, *Wanderlust*, one of the United Kingdom's leading travel magazines, has ranked Newfoundland and Labrador as one of the top 100 travel secrets in the world.

We are so fortunate to live in such a compelling and unique place. Through the Department of Tourism, Culture and Recreation, we strive with our partners and stakeholders to give our citizens and visitors the very best quality of life and the most memorable of life's experiences.



The Hon. Clyde Jackman
Minister of Tourism, Culture and Recreation



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ABOUT THE DEPARTMENT 2008-09

Vision

The vision of the Department of Tourism, Culture and Recreation (TCR) is of a province that is a tourism destination of choice with superior and authentic visitor experiences, a robust cultural identity, natural and cultural resources that are protected and sustained, creativity in the arts that is fostered and recognized, cultural industries that are strong and vibrant, and an active, healthy population participating safely in physical activity, recreation and sport at all levels for quality of life and improved health.

Mission

By 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, fostered creativity in the arts and the recognition of artists, preserved tangible and intangible heritage resources and increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

Mandate

The Department of Tourism, Culture and Recreation's mandate is to:

- Support the development of sustainable economic growth in the tourism and cultural industries
- Support the arts and foster creativity
- Preserve the province's cultural heritage and historic resources and recognize their importance
- Promote participation in recreation and sport, and support sport development.

This mandate is fulfilled by:

- Operating historic sites, visitor information centres, arts and culture centres and recreation facilities
- The regulatory protection of archaeological sites and artifacts
- Supporting development of the arts and heritage sectors through a number of programs and services
- Supporting strategic product development in the tourism sector, and marketing Newfoundland and Labrador as a destination to specific tourist markets
- Supporting the development of the tourism sector through research, opportunity identification and strategy development, and various funding programs and services
- Providing opportunities for physical activity and participation in recreation and sport through various programs and services.

Most of these activities require close cooperation with other Provincial, Federal and Municipal Government Departments and Agencies, the private sector and all types of groups including volunteer, development, recreation, tourism, heritage preservation and cultural groups.

Lines of Business

The Department of TCR is a Department that is constantly evolving to better meet its mandate and fulfill its mission. Lines of Business such as Recreation and Sport and the Arts and Culture Centres underwent extensive review to better align with and implement key strategies of the

Department. A new Tourism Research Division was created to better meet strategic tourism research requirements and will be reported in 2009-10 once it is fully set up.

The Strategic Planning and Policy Division was reorganized to better support Executive decision making and responsibilities under the *Transparency and Accountability Act* and Communications strengthened its role in conveying information concerning the Department's initiatives inside and outside Government. In 2008-09, the Lines of Business were:

Recreation and Sport

Recreation and Sport encompasses active living, sport and community recreation programs in support of healthier lifestyles and community-based organizations and support for provincial and national sports programs. Programs include: Community Recreation Development Grants, Grants to Provincial Sport Organizations, Professional Assistance Grants, the Labrador Travel Subsidy, Provincial Training Centers and Pools, Newfoundland and Labrador Winter and Summer Games, Canada Games Grants, the Premier's Athletic Awards Program, National Coaching Certification, and Consulting Services.

Arts

Contemporary Arts provide financial assistance to artists through the Newfoundland and Labrador Arts Council (NLAC), and support to the film industry through the Newfoundland and Labrador Film Development Corporation (NLFDC). It encompasses supporting artistic expression of the province's unique and diverse culture through all forms of artistic endeavour, and sustaining dynamic and diverse cultural industries, including cultural export. Programs include: the arts component of the Cultural Economic Development Program (CEDP), Publishers Assistance, Cultural Events, the Arts and Letters Awards and Partnership and Industry Development.

Arts and Culture Centres

The province's six Arts and Culture Centres are platforms for the celebration and preservation of the unique artistry and culture of the province and stages on which to present the best of artistic talent from elsewhere to the people of Newfoundland and Labrador. Program areas are: Provincial Touring, Community Client Rentals and Community Outreach and Resources.

Tourism Marketing

Tourism Marketing encompasses the marketing of Newfoundland and Labrador as a tourism destination in national and international markets. Programs include: Advertising, Tourism Inquirer Response (1-800 number, call centre), Internet Marketing and Tourism Website, Collateral and Publications, Travel Media Relations, Market Development and Travel Trade and the Atlantic Canada Tourism Partnership (ACTP).

Strategic Tourism Product Development

Strategic Tourism Product Development consists of working with the tourism industry to develop high-quality, competitive products and experiences, and a professional tourism industry. Programs include: Visitor Services (including Visitor Information Centres – VICs) and Strategic Product Development (including Regional Services and Outdoor Product Development).

Cultural Heritage

Cultural Heritage seeks to protect, preserve and interpret the province's cultural heritage in association with the Heritage Foundation of Newfoundland and Labrador (HFNL), and

provides attractions and infrastructure in support of the tourism industry. Programs include: Provincial Historic Sites (PHS), the Provincial Archaeology Office (PAO), Designation and Commemorations, Sustaining Grants, Heritage Grants and the heritage component of the Community Economic Development Program (CEDP).

Executive Support

Strategic Planning and Policy

The Strategic Planning and Policy Division is responsible for the Department's planning and reporting functions as outlined under the *Transparency and Accountability Act* including preparation of the Department's strategic plan, operational plan, annual report and workforce plan. It implements work plan processes, coordinates learning and development, and provides updates to the legislative agenda. The Division prepares Departmental responses to requests under the *Access to Information and Protection of Privacy Act* and the Red Tape Reduction Initiative. It develops information management (IM) plans, policies and procedures. It also coordinates and supports intra-Departmental and inter-governmental policy, planning and program evaluation.

Communications

The Communications Division provides strategic communication and support to the Minister of Tourism, Culture and Recreation, and coordinates communications for all the Department's branches. This includes, with support from the Office of the Chief Information Officer (OCIO), the re-development of the Department's website.

Strategic Human Resource Management

The Strategic Human Resource Management Division provides for the management and control of departmental human resource activities of the Departments of Natural Resources, Fisheries and Aquaculture, Tourism, Culture and Recreation, Innovation, Trade and Rural Development, and Environment and Conservation.

Finance and Administration

The Finance and Administration Division is responsible for the financial and administrative support for the Departments of Tourism, Culture and Recreation, and Environment and Conservation.

Other

Special Events

The Government of Newfoundland and Labrador through the Department of Tourism, Culture and Recreation is providing support to such special events as Celebrating Bartlett 2009, Cupids400 and Newfoundland and Labrador's contributing partnership in the Vancouver 2010 Olympic and Paralympic Winter Games. This is part of a broader strategy to develop more creative communities and regions, and is consistent with the goals outlined in the Provincial Government's cultural plan, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (Government of Newfoundland and Labrador, 2006).

In July 2008, Newfoundland and Labrador announced it had signed a Contributing Province/Territory Program (CPTP) agreement with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). Through the CPTP, the province has invested \$1.5 million to support Canadian athletes and the staging of the 2010

Winter Games, including the Cultural Olympiad, and is able to take advantage of a wide range of benefits and opportunities to promote the province internationally.

The Vancouver 2010 Olympic Torch Relay, another major Olympic event, will begin in Newfoundland and Labrador on November 11, 2009. The relay will be run over five days in the province, and involve 330 torchbearers and 41 communities and places of interest. The Vancouver 2010 Olympic Torch Relay is presented by Coca-Cola and RBC and supported by the Government of Canada.

Human Resources

The Department of Tourism, Culture and Recreation (TCR) had 141 permanent employees. In addition, there were 437 temporary staff, both full and part time (clerks, theatre ushers and assistants, technicians, historic sites interpreters, lifeguards and swimming instructors), 29 seasonal and 16 contractual employees. Approximately 55% of the Department's workforce was located outside the St. John's area. This reflects the Department's role as one of the province's largest operators of public facilities including seasonal tourism and heritage infrastructure (Visitor Information Centers and Provincial Historic Sites), year-round recreation and sport facilities (Training Centers and Pools) and arts infrastructure (Arts and Culture Centres). See Figure 1 below.

This total complement of 623 was composed of 190 male and 433 female employees. The Department has a high ratio of female-to-male directors (7:3) and is cognizant of, and seeks to apply gender-based analysis in the recruitment, training and retention of all employees and in the selection of members of boards, advisory and working groups associated with the Department. The Department also has a large proportion of specialized professional and technical workers.

Figure 1: Department of TCR Employees by Type



The Department's environmental scan confirms that it is affected by the same supply and demand dynamics as the rest of the public sector: an aging workforce, a decline in the number of people entering the workforce, increasingly complex jobs requiring high levels of skill, rapidly changing new technologies and the need for competitive salaries and working conditions that will attract and retain employees. While the Department has the reputation of being a preferred employer, a shortage of skilled workers is a looming reality. There is and will continue to be fierce competition for available skilled workers over the planning period.

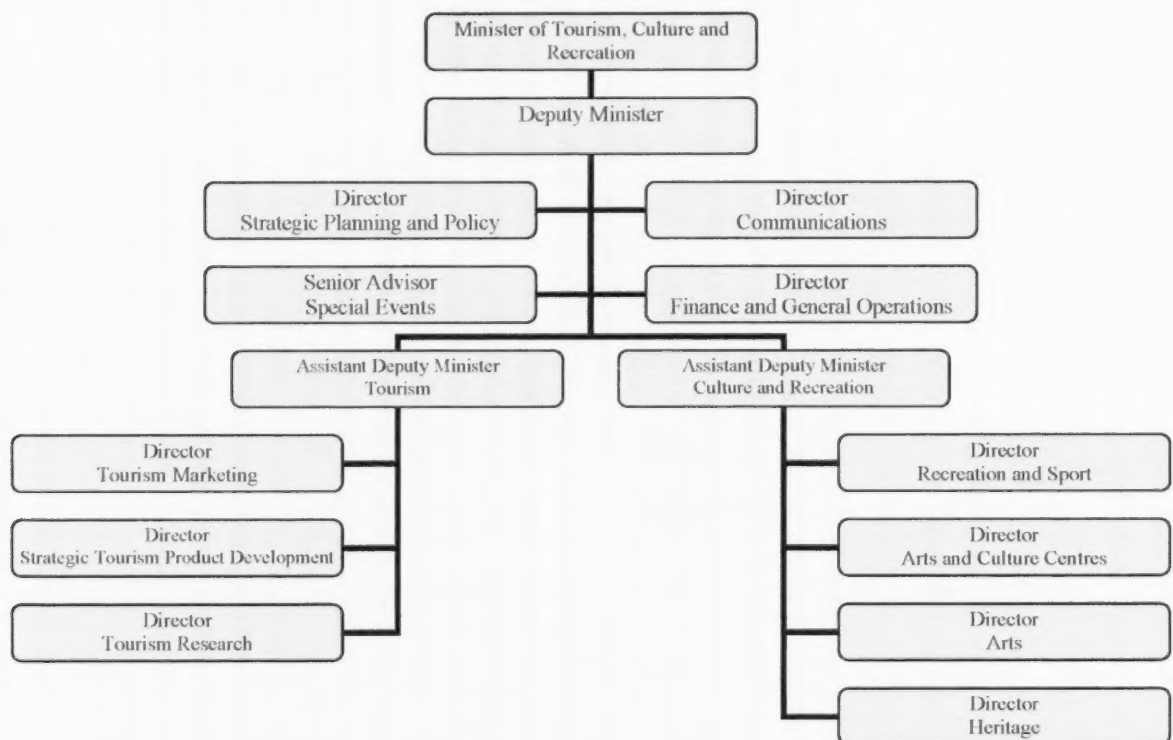
The Department of Tourism, Culture and Recreation has a rapidly aging workforce. In 2008-09, the mean age of the Department's permanent workforce was 50 years. The mean years of service of the permanent workforce were 21.5 years and nearly 23 workers or 15% of the permanent workforce were eligible for retirement.

Through its Workforce Plan (to be updated in 2009-10), annual Learning and Development Plan and other mechanisms, the Department of Tourism, Culture and Recreation will need to ensure that it has successful succession planning and retention strategies in place, and that its policies reflect the needs of both the mature and younger work population such as flexibility and investing in employee learning and opportunities.

The *Strategic and Operational Review Newfoundland and Labrador Arts and Culture Centres* (ArtExpert.ca, July 2008), recommended the development of a detailed Human Resources Plan (now in progress) to address a range of challenges including succession planning. The organization and management review of the Recreation and Sport Division which began in January 2008 will seek to revitalize and better align the Division with the goals and objectives of *Active, Healthy Newfoundland and Labrador* (Government of Newfoundland and Labrador, 2007), the provincial recreation and sport strategy.

Organization and Physical Location

The Department of TCR is organized into two branches: the Tourism Branch encompassing the Divisions of Tourism Marketing and Strategic Tourism Product Development. A third division, the Tourism Research Division, will be formally created later in 2009-10. The Culture and Recreation Branch is composed of the Arts Division, the Heritage Division, the Arts and Culture Centres Division and the Recreation and Sport Division.



The Department of TCR's head office is located in St. John's. Regional Tourism Officers are located in St. John's, Gander, Corner Brook and Labrador City-Wabush. The Department operates provincially owned Visitor Information Centres (VICs) located in St. John's Airport, Whitbourne, Argentia, Clarenville, Deer Lake Airport, Deer Lake, Notre Dame Junction, Channel-Port aux Basques and North Sydney. The Department operates Arts and Culture Centres in St. John's, Gander, Grand Falls-Windsor, Corner Brook, Stephenville and Labrador City.

The Department owns and operates, either directly or by third-party agreement, twelve Provincial Historic Sites: Point Amour Lighthouse, Boyd's Cove Beothuk Interpretation Centre, Cape Bonavista Lighthouse, Mockbeggar Plantation, Trinity Interpretation Centre, Lester-Garland Premises, Hiscock House, Heart's Content Cable Station, Quidi Vidi Battery, Commissariat House, Newman Wine Vaults and the Colonial Building (the latter not open to the public).

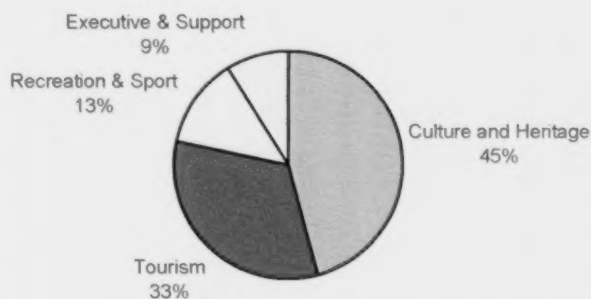
In 2008-09, Regional Recreation and Sport Consultants served Avalon-St. John's, Burin-Clarenville-Bonavista, Lewisporte and Happy Valley - Goose Bay. The Department operated recreational facilities in Gander, Corner Brook, Stephenville and Happy Valley-Goose Bay.

Key Statistics

Financial

Expenditure and Revenue figures included in this document are based on public information provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund* for the year ended 31 March 2009. In 2008-09, the Department's total net expenditures were \$50,898,204. Figure 2 below illustrates the Department's programs by expenditures for the fiscal year 2008-09. Appendix A contains the Department's unaudited Statement of Revenues and Expenditures.

**Figure 2: Department of TCR 2008-09
Net Expenditures by Program Type**



Budget Highlights

Budget 2008-09 for the Department of TCR continued to build upon the Provincial Government's investment beginning in 2006-07 of \$17.6 million over three years to implement a Cultural Plan. It also increased strategic investment in tourism marketing and product development and added new investments in recreation and sport.

In Budget 2008-09, the Provincial Government continued to invest in tourism marketing and product development support, as well as cultural research and development. Key new investments for the Department of Tourism, Culture and Recreation included:

- An additional \$1 million for tourism marketing, doubling the tourism marketing budget from \$6 million to \$12 million since 2004
- \$425,000 to increase tourism research capacity
- \$150,000 to continue the extension of the tourism season on the Discovery Trail and to extend the tourism season on the Viking Trail
- \$164,000 for the implementation of an outfitting sector strategy, bringing the total provided for this initiative to \$268,000 over two years
- \$100,000 to support maintenance of the East Coast Trail
- \$100,000 for tourism industry support (professional development, service quality)
- \$100,000 for research and pilot project initiatives to support cultural industries
- Investment of \$100,000 for ongoing cultural research into projects such as the Status of the Artist and archaeology
- An additional \$300,000 for the Newfoundland and Labrador Arts Council, meeting the commitment to double their budget over three years
- Investment of \$250,000 to help with hosting the North Atlantic Fiddle Convention, the East Coast Music Awards and other events
- Additional investment of \$225,000 over two years to celebrate the 100th anniversary of the voyage to the North Pole of Captain Bob Bartlett of Brigus
- A total of \$1,450,000 for the re-capitalization of Provincial Historic Sites.

Budget 2007-08 had included \$2.39 million in new funding for recreation and sport initiatives, for a total allocation of \$4.93 million. This amount of \$2.39 million was continued in Budget 2008-09. In addition, \$200,000 was allocated for Grand Falls-Windsor to host the 2010 Newfoundland and Labrador Games and \$100,000 to the City of Corner Brook to host its annual Triathlon.

In Budget 2008-09, Provincial Government support to Labrador was evidently a priority, with the *Northern Strategic Plan*. Key investments through the Department of TCR were:

- \$500,000 for continued investment in the Labrador Winter Games
- \$50,000 to support Aboriginal athletes' participation in the North American Indigenous Games (NAIG)
- \$50,000 to implement an Intangible Cultural Heritage strategy for Aboriginal peoples, which is designed to preserve traditional languages, and unique knowledge, skills, customs and music.

MINISTERIAL ENTITIES

The Department is accountable for a number of public entities that must also report annually as required under the *Transparency and Accountability Act*.¹ One of these entities, The Rooms Corporation, was classified as a category one entity. Both The Rooms Corporation and the following category two entities provide independent annual reports to the House of Assembly upon approval of the Minister of Tourism, Culture and Recreation:

- Newfoundland and Labrador Film Development Corporation (NLFDC)
- Marble Mountain Development Corporation (MMDC).

The remaining have been classified as category three entities and are required to provide an annual activity report, only if they are active in the preceding year:

- The Newfoundland and Labrador Arts Council (NLAC)
- The Heritage Foundation of Newfoundland and Labrador (HFNL).

A description of these active entities is found in Appendix B.

The Special Celebrations Corporation (SCC), an inactive category three entity was dissolved in 2008-09. The Newfoundland and Labrador Tourism Marketing Council (NLTMC), an inactive category three entity, will be dissolved in 2009-10. A description of this inactive entity is contained in Appendix C.

Three new public entities were created in 2008-09. The Newfoundland and Labrador Sport Centre Board has been classified as a category three entity and when its Board is appointed, it will develop its first activity plan. The Provincial Historic Commemorations Board and the Provincial Tourism Board are in the process of being classified.

SHARED COMMITMENTS

The Department of TCR collaborates with other departments, agencies, boards, and committees to help meet Government commitments, provide better services to our customers, access additional resources, and enable our clients and stakeholders to have input into our programs and services.

The Department of TCR is working toward Government's strategic directions, one of which is broader efforts focusing on health promotion and disease prevention across all age groups. The desired outcome is the improved health and wellness of the province's people.

Through the Inter-Departmental Committee for the implementation of *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador (Active, Healthy NL)*, the Department works with the Departments of Health and Community Services (HSC), Education and Human Resources, Labour and Employment (HRLE) to address

¹ The full *Transparency and Accountability Act* can be viewed at:
<http://www.assembly.nl.ca/Legislation/sr/statutes/t08-1.htm>

improved coordination and collaboration especially in the area of physical activity and wellness. Areas of focus include:

- Developing a common strategy for increasing physical activity
- Sharing of school and community facilities for all users and participants
- Involvement of persons with disabilities in recreation and sport
- Strengthened partnerships with government and non-government organizations
- Addressing the physical activity challenges for Aboriginal peoples, women and girls and other identified groups.

The Department of TCR is also working toward Government's strategic direction to implement *The Northern Strategic Plan* for Labrador in recognition of the pivotal role this distinctive region of the province plays in shaping the province's future. Areas of focus include:

- Labrador Winter Games
- Aboriginal Sport Participation Three-Year Bi-Lateral Agreement
- Aboriginal Intangible Heritage
- The Rooms (Governance, Exhibits, Education, Outreach and the Labrador Interpretation Centre)
- Archaeology (Land Claims, Regulatory and Research)
- Newfoundland and Labrador Arts Council Outreach Program and Cultural Officer
- Mealy Mountain Auditorium operating grant
- Labrador Travel Subsidy and Cultural Travel Subsidy
- Continued support for Destination Labrador
- Funding for Visitor Information Centres
- Nunatsiavut Centre.

The Department of Education and the Department of TCR through the *Cultural Connections* initiative are working toward fulfilling Government's strategic directions to preserve, strengthen and celebrate our culture, cultivate creativity, and recognize and support our artists. The areas of focus include expansion of cultural awareness and curriculum education, and awareness of, and support to, artists and cultural professionals and their professional development.

Over the past three years, *Cultural Connections* has concentrated on incorporating the arts and artists in schools and the school curriculum. In 2008-09, *Cultural Connections* began to look at incorporating both tangible and intangible cultural heritage and heritage professionals and tradition bearers as part of enhanced curriculum efforts and new community-school linkages.

Many of the Department of TCR's day-to-day operations also involve collaboration and coordination with other provincial and federal departments and entities. Examples include:

- Coordinating and implementing the new Highway Signage Policy with the Department of Transportation and Works (TW) and the Department of Government Services (GS).
- Working with the Departments of Business (lead), Innovation, Trade and Rural Development (INTRD) and the Department of TW in improving air access
- Seeking to improve provincial and inter-provincial (Marine Atlantic) ferry service with the Department of TW.
- With the Department of Environment and Conservation (Wildlife Division), the allocation of licenses for Big Game hunting.

- The Departments of TCR, INTRD and Business and federal partners the Department of Canadian Heritage (DCH) and the Atlantic Canada Opportunities Agency (ACOA) form the Bi-Lateral Cultural Initiatives Committee which meets bi-monthly to ensure collaboration and alignment of efforts.
- The Arts and Heritage Committees of the Cultural Economic Development Program (CEDP), composed of representatives of the Departments of TCR and INTRD and the arts and heritage communities, meet regularly to assess applications. Requests to Department of INTRD that involve topics/content of a cultural nature are referred to TCR for input. Senior officials for both INTRD and TCR meet to ensure collaboration and efficiencies amongst shared files and priorities.
- In February 2009, the Federal Budget 2009-10 created a new fund for recreational infrastructure. Phase One funding for Newfoundland and Labrador totaled \$2.6 million. The Department of TCR began working with the provincial Department of Municipal Affairs and the Atlantic Canada Opportunities Agency (ACOA) on the prioritization of projects and the roll-out of project funds.

The Department also participated in the following key initiatives at the Atlantic and national levels in 2008-09:

- Founded in 1991 and renewed in 1994, 1997, 2000, 2003 and 2006 (for consecutive three-year terms), the Atlantic Canada Tourism Partnership (ACTP) has focused on marketing and marketing-related activities in international markets, with a particular and sustained focus on the United States. The current agreement expired on March 31, 2009. The Minister of Tourism, Culture and Recreation has signed the Memorandum of Agreement for the renewal of the Atlantic Canada Tourism Partnership (ACTP). The purpose of this Memorandum of Understanding is to conclude negotiations for the 2009/2012 ACTP. The new three-year partnership will take effect on April 1, 2009 and will expire on March 31, 2012. The overall value of the ACTP is \$19,950,000, over three years.
- The Canadian Tourism Commission (CTC) is Canada's national destination tourism marketing organization. The Department of TCR participates with the CTC through such committees as Research, Tourism Marketing and Product Development. In February 2009 under the Federal Budget 2009-10, the CTC's marketing budget was increased by \$40 million for both domestic (\$20 million) and international tourism marketing (\$20 million) respectively. The Department of TCR is seeking to maximize this incremental investment in the interest of further penetrating the province's target markets.
- In 2008-09, Provincial and Territorial (PT) Governments continued to actively pursue federal funding for potential sport, recreation and physical activity infrastructure programs.
- Federal-Provincial-Territorial (FPT) Ministers responsible for Sport, Physical Activity, and Recreation met in Victoria, British Columbia May 2008 concerning the following issues: advancing Aboriginal participation in sport; increasing physical activity, and encouraging action to reduce violence in sport. Ministers set Canada's first-ever national physical activity targets for children and youth aged five to 19.
- Provincial-Territorial (PT) Ministers responsible for Culture and Heritage met in Québec City in 2008. Two major issues were discussed: 1) the Federal Government's role in funding culture; and 2) the renewal of the Historic Places Initiative (HPI).
- PT Ministers for Culture and Heritage agreed to submit a resolution calling upon the Federal Government to reverse its decision to reduce the investments in important cultural programs. Ministers also agreed to send a joint resolution to Canada's

Environment Minister stressing the importance of sustaining the Federal Government's commitment to heritage conservation.

Other Partners and Stakeholders

Four of the Department's five strategic directions are addressed by the Rooms Corporation, TCR's only category one entity, in their Strategic Plan. They help the Department to achieve the directions of ensuring that the province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support; they work to preserve, protect and strengthen Newfoundland and Labrador's distinctive tangible and intangible cultural heritage; they help to develop sustainable creative enterprises; and they help to address the direction that Newfoundland and Labrador becomes a multi-season tourism destination.

The Department of TCR also works with numerous other associations and groups in all parts of the province, including the Association of Cultural Industries (ACI) and the Music Association of Newfoundland and Labrador in the key focus areas of recognizing and supporting individual artists and sustaining and further developing strategic cultural industries opportunities. The Association of Heritage Industries (AHI), including such associations as the Museum Association of Newfoundland and Labrador (MANL) and the Archives Association of Newfoundland and Labrador (ANLA), work together with the Department to achieve the strategic directions of preserving, strengthening and celebrating the tangible and intangible heritage of the province, especially through the development of high-quality, high standard programs and services. The Heritage Foundation of Newfoundland and Labrador (HFNL) also works with the Department in achieving this strategic direction.

The Newfoundland and Labrador Arts Council (NLAC) works with the Department to achieve the strategic direction of preserving, protecting and strengthening the province's distinctive tangible and intangible cultural heritage, and also helps address the directions of support and recognition of professional artists and their endeavors and of developing sustainable creative enterprises and cultural industries.

The development of sustainable creative enterprises and cultural industries is a strategic direction that is also addressed by the Newfoundland and Labrador Film Development Corporation (NLFDC). The NLFDC addresses the components of professional and enterprise development needs, the development of information and multimedia technologies, and the export of cultural products.

Hospitality Newfoundland and Labrador (HNL), Destination St. John's (DSJ), the Western Destination Marketing Organization (DMO), Destination Labrador (DL), other tourism associations, the Cruise Association of Newfoundland and Labrador (CANAL), the Newfoundland and Labrador Snowmobiling Federation (NLSF), and the Newfoundland and Labrador Outfitters Association (NLOA) are key partners in ensuring Newfoundland and Labrador achieves the strategic direction of becoming a multi-season tourism destination.

These groups work with the Department to develop strategies, for example, in outfitting, winter tourism and cultural tourism, and strengthening and supporting other marketing and product development initiatives. Another partner that works to achieve this strategic direction is the Marble Mountain Development Corporation (MMDC), which has identified determining the viability of becoming a four season resort as one of its goals over the current planning cycle.

The three provincial recreation and sport organizations – Recreation Newfoundland and Labrador (RNL), School Sports Newfoundland and Labrador (SSNL) and Sport Newfoundland and Labrador (SNL) – work in partnership with the Department of TCR in the strategic direction of increasing the participation of the province's citizens in physical and recreational activities and having excellence in sport on the national and international stage. These initiatives pertain especially to the Recreation and Sport Strategy and its six key directions. The Department works in partnership with 45 Provincial Sport Organizations (PSOs) and about 300 town councils and recreation committees and commissions in advancing sport, recreation and active living in the province.

The Department also relies on partnerships and collaboration with other key Federal Government Departments and Agencies in Newfoundland and Labrador for funding and other resources to meet provincial government strategic directions, deliver broad initiatives as well as specific projects. Collaborators include, but are not limited to, the Atlantic Canada Opportunities Agency (ACOA), Human Resources and Social Development (HRSD), Health Canada, the Department of Canadian Heritage (DCH), the Parks Canada Agency and Sport Canada who work with the Department in the areas of tourism, culture and recreation and sport.

HIGHLIGHTS AND ACCOMPLISHMENTS

Recreation and Sport

The Department of TCR has made strides in meeting the Government strategic direction that states that “Newfoundlanders and Labradorians have increased their participation in physical activity, sport and recreation and have achieved excellence on the national and international stage.”

- Four new full-time, regional-based community recreation directors, operating through Recreation Newfoundland and Labrador, were hired in May 2008 with the assistance of a \$100,000 contribution from the Provincial Government. These directors provide support for recreation programs and services for a total of 32 communities within four regions (Eastport Peninsula, Witless Bay to St. Michael's, Labrador Straits, and Twillingate-New World Island).
- In July 2008, the Newfoundland and Labrador Sports Centre, a new, world-class, state-of-the-art athlete training facility located in St. John's, was opened. The Centre, which was built through almost \$8 million in funding provided by three levels of government, the sports community, and the private sector, will serve as a venue for athlete training and to host provincial, national and international competitions for the more than 70,000 athletes, coaches and administrators that make up Sport Newfoundland and Labrador (SNL).
- Over 1,300 athletes from eight regions competed in nine sports at the Newfoundland and Labrador Summer Games in Corner Brook in August 2008. Provincial Government support included \$200,000 to support the efforts of the organizing committee, \$150,000 to cover athletic costs, and an additional \$35,000 for upgrades to the Stephenville track and field facilities to enable the athletics component of the games to be held in that community.
- In April 2008, Katarina Roxon aged 15 of Kippens was named to the Canadian National Paralympic Team. She holds provincial, national and world swimming records and competed on behalf of Canada at the Paralympic Games in Beijing, China in the summer of 2008. Ms. Roxon received a \$1500 grant under the Premier's Athletic Award Program in April 2009. This was in addition to a grant of \$2000 she had received in January 2008 to assist with training and competition costs.
- In August 2008, the first-ever Newfoundland and Labrador Aboriginal Team competed at the North American Indigenous Games. A total of 44 athletes brought home 18 medals including eight gold medals.
- Under *The Northern Strategic Plan* in 2008-09, increases were made to the Labrador Travel Subsidy, which provides opportunities for Labrador residents to participate in sporting and cultural events, and to funding provided to the Aboriginal Sport and Recreation Circle to manage recreation and sport projects for Aboriginal youth.
- Government also committed \$500,000 for continued investment to the Labrador Winter Games and members of a new Board of Directors were announced. The Labrador Winter Games, originally scheduled to be held in March 2009 in Happy Valley-Goose Bay, will now be held in 2010.
- By March 2009, the Regional Games Program, administered through Recreation NL, was fully developed to provide an opportunity for the province's youth, aged 11-18, to come together within their respective regions and participate in multi-sport events in a fun, structured, but non-competitive environment. Each of the selected regions receives up to a maximum of \$10,000 to offset the financial costs of hosting an event. The program can support a maximum of 10 events, which are held at different times during the year.

- The Community Capital Grant program was increased by \$200,000 bringing total investment in this program over the last two years to \$1 million. This funding assisted communities to upgrade and maintain small-scale indoor and outdoor recreation infrastructure.
- Budget 2009-10 provided \$7.5 million for recreational infrastructure which will leverage dollars from the Federal Government through its February 2009 budget. Cost-sharing is one-third Provincial Government, one third Federal Government with municipalities providing the balance of funding.

Heritage

The Provincial Government's strategic directions that "Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened" and that "Sustainable creative enterprises and cultural industries (including heritage industries) are developed" have been addressed through many of the achievements over fiscal year 2008/09.

- Provincial Historic Sites in the province saw very positive changes to programming and services in 2008-09 through increased investment of \$450,000 in human resources, revamped exhibits and various initiatives designed to make the province's history "come alive" for residents and visitors alike.
- An increase of \$100,000 in Budget 2008-09, was invested in heritage-related projects under the Cultural Economic Development Program (CEDP). This investment provided increased support to over 100 community museums, archives and heritage organizations and provincial heritage organizations, the Association of Heritage Industries (AHI), and the Museum and Archives Associations of Newfoundland and Labrador.
- A total of 59 new archaeological sites were discovered in 2008-09 as a result of the directed research program with funding totaling \$37,960. Thirty two of these sites were discovered during the Bonavista Bay survey in the fall. Fourteen of the 59 sites (24%) discovered during the 2008-09 directed research project were Palaeoeskimo sites attesting to these peoples intensive use of Bonavista Bay.
- Workshops were held in Corner Brook, St. John's and Labrador in 2008-09 to focus on emerging opportunities to develop closer links between the province's rich culture and tourism industry. The purpose of the workshops was to gather input from invited participants with a view to developing a provincial cultural tourism plan in 2009.
- The new Provincial Historic Commemorations Program was launched in 2008, designed to commemorate aspects of provincial historical and cultural significance. This includes persons, places, and events as well as aspects of traditional culture including traditional skills and cultural practices. The first appointments were also made to the new Provincial Historic Commemorations Board.
- The planned Colonial Building restoration, with 2008-09 Government funding of \$254,904, got underway with an estimated completion by 2012.
- In 2008, the Heritage Foundation of Newfoundland and Labrador (HFNL) was the organization chosen to lead and implement the province's Intangible Cultural Heritage (ICH) Strategy. The HFNL began overseeing the implementation of this strategy to safeguard the ICH or "Living Heritage" of the province. Some examples of this are traditional crafts and skills such as, building boats and homes, fishnet making, mat hooking, storytelling, and singing. These are things the province's people and communities identify as valuable, which are learned by doing, and which are passed on from person to person, from generation to generation.

- Under *The Northern Strategic Plan*, \$50,000 was allocated to implement an ICH Strategy for Aboriginal peoples. This pilot funding program was designed to preserve traditional languages and unique knowledge, skills, customs and music.
- Following on a commitment of *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture for Newfoundland and Labrador* (provincial cultural plan), a review of *Historic Resources Act* was initiated in 2008-09 as part of the development of a revitalized provincial heritage framework.

Arts

Many advances have been made toward fulfilling the Government strategic directions which state that “the province’s vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support” and that “Sustainable creative enterprises and cultural industries (including heritage industries) are developed.”

- The Newfoundland and Labrador book publishing industry received provincial investment totalling \$200,000 through the revitalized Publishers Assistance Program (PAP). This program is designed to assist local publishers produce materials that will compete more effectively in national and international markets.
- In Budget 2008-09 Government increased its allocation to the Newfoundland and Labrador Arts Council (NLAC) by an additional \$300,000, meeting the commitment to double the Council’s budget over three years. The Newfoundland and Labrador Arts Council budget grew from \$900K in 2006 to \$2.0M in 2008-09.
- In July 2008, the Department of TCR received the final report of an independent consultant’s (ArtExpert.ca) report that made recommendations on the future operations of the province’s six Arts and Culture Centres, including changes to the governance structure, the development of relevant programming, and improved marketing initiatives.
- In December 2008, the regional Arts and Culture Centre in Gander was renamed the Joseph R. Smallwood Arts and Culture Centre, in honour of Newfoundland and Labrador’s first and longest-serving premier. In early 2009, the theatre of the regional Arts and Culture Centre in Corner Brook was named in honour of Gary Graham, a prominent local music educator and music director.
- In 2008, the Ministerial Advisory Committee on the Status of the Artist drafted an Artist’s Code which is anticipated to be introduced in the legislature in 2009-10.
- There was increased operational and program funding for Music Newfoundland and Labrador from 2006 to 2008.
- Increased investment of \$200,000 through the Cultural Economic Development Program (CEDP) as provided under Budget 2008-09 to assist cultural producers meet market requirements and to off-set the recent cuts to Federal Cultural Export Programs.
- In the first year of implementation of the cultural plan, annual funding to the Arts and Letters Awards program was increased by \$50,000 – including a \$23,000 increase in prize money. This increase was maintained in Budget 2008-09. More than \$46,000 in prizes was awarded in June 2008 – 34 in the Junior Division for entrants ages 12 to 18, and 36 in the Senior Division. Prizes in both divisions were awarded in literary arts (including French), musical composition and visual arts. In Budget 2009-10 in March 2009, the Provincial Government committed an additional \$25,000 to the Arts and Letters Program, for a total annual investment of \$135,000.
- A very successful East Coast Music Awards (ECMAs) was held in Corner Brook in March 2009 with \$250,000 in support from the Provincial Government. Newfoundland and Labrador award winners included Hey Rosetta!, guitarist Duane Andrews, Tara

Oram, The Flummies, Rik Barron, the late Dick Nolan, Ray Walsh, Jud Haynes, Lloyd Bartlett, Sandy Morris and Tina Dolter who chaired the community linkages program.

Tourism

In 2008-09, the Department of TCR has had many successes in working toward the Government strategic direction that "Newfoundland and Labrador becomes a multi-season tourism destination."

- The Provincial Government and Hospitality Newfoundland and Labrador (HNL) unveiled a new, long-term vision for the future development of the tourism industry in Newfoundland and Labrador, *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism*. The new Tourism Vision focuses on seven strategic directions to guide the further development of the tourism industry through to 2020.
- In 2008-09, an additional \$1 million was allocated for tourism marketing, bringing the total annual provincial tourism marketing budget to \$12 million, doubling it from \$6 million in 2004.
- The province won three awards at the Adrian Awards, sponsored by the Hospitality Sales and Marketing Association International (HSMAI) and recognized as the world's most esteemed competition specifically designed for the travel industry. The province earned gold for the overall Fresh Air campaign, silver in the Web Marketing category for the online hunting and fishing campaign, and bronze in the Signage/outdoor Transit category, also a component of the Fresh Air campaign.
- *Wanderlust*, one of the United Kingdom's leading travel magazine's, included Newfoundland and Labrador in its December 2008 cover story, "100 Greatest Travel Secrets".
- In 2008-09, the Internet Marketing Strategy was further implemented and the Provincial Tourism Website was enhanced including the addition of Geographic Information System (GIS) mapping and a travel blog inviting visitors to share their first-hand travel experiences in the province.
- Concise, uncluttered signage and directional information is vital in order to safely guide travelers throughout Newfoundland and Labrador, while keeping the natural environment as pristine as possible. In 2008-09, Government approved the introduction of the Tourist-Oriented Directional Signage (TODS) model, a new tourist highway signage system for Newfoundland and Labrador.
- The successful pilot project to extend the tourism season and extend the viability of the province's tourism operators by bringing them together in regions to develop seasonal tourism packages² for potential visitors continued in the Discovery Trail Tourism Region in 2008. Spring 2009 will be the first season extension pilot program on the west coast.
- The Government of Canada and the Government of Newfoundland and Labrador supported the hosting of a three-day outfitting summit, with local and international outdoor business owners and stakeholders focusing on best practices. The "Footprints of Success" conference was held in Rocky Harbour from April 23-25, 2008.
- In Budget 2008-09, \$425,000 was allocated for the establishment of a dedicated Tourism Research Division including the hiring of a new Director of Tourism Research and more dedicated focus on tourism research.

² A tourism package may combine transport, accommodation, meals and attractions or special fees in an inclusive price. A seasonal tourism package may offer the inclusive price for a particular season, for example, fall, or limited period of time during the travel year.

Special Events

The Department of TCR is developing special events as part of meeting the strategic direction that the "province's vibrant artistic community is recognized for its cultural and economic contributions and offer stable working conditions to professional through public and private sector support," in particular the component to integrate the arts into Cultural Tourism attractions, special events, products and experiences."

- On July 4, 2008, Newfoundland and Labrador announced it had joined the Vancouver Olympic Organizing Committee's (VANOC) Contributing Province/Territory Program (CPTP), with a \$1.5 million contribution toward Canadian athletes and the staging of the 2010 Winter Games.
- The 2010 Olympic Torch Relay was announced in November 2008, to arrive in Newfoundland and Labrador on Remembrance Day 2009 on day 13 of its 106-day Canadian journey. Newfoundlanders and Labradorians were invited to apply to carry the torch which will spend five days in the province, involve 330 torchbearers and visit 41 communities and places of interest. The 2010 Olympic Torch Relay's commercial partners, Coca-Cola and the Royal Bank, have programs inviting members of the public to apply to become torchbearers. The first torchbearer from the Province, Kyle Smook of Paradise, was named through this open call process. The Government of Newfoundland and Labrador has also compiled and will be advancing 10 torchbearers who are individuals representing various aspects of Newfoundland and Labrador (age, gender, regions, occupations) for consideration to make up the province's complement.
- In 2008-09, Government invested an additional \$250,000 for the Historic Sites Association of Newfoundland and Labrador to support "Celebrating Bartlett 2009," an event marking the life and achievements of Arctic explorer Captain Bob Bartlett. This brought the total Provincial Government commitment to \$400,000 since 2006. Activities will include traveling exhibits, dramatic presentations, educational programs, lectures and a ports program with the *Bowdoin*, an Arctic expeditionary schooner from Bartlett's era, visiting 12 communities in the province in 2009.
- By 2008-09, the Provincial Government had committed more than \$2 million to date and continues to work closely with Cupids400 Inc. on its request for support from the Federal Government. In addition to the celebration events, there are plans to construct a world-class interpretation centre to explain the provincial, national and international significance of Cupids – and to house the more than 110,000 artifacts uncovered since archeologist Bill Gilbert discovered the site of the original Guy Plantation in 1995.
- In January 2009, it was announced that the 2010 Juno Awards, last held in St. John's in 2002, would return to St. John's. The Provincial Government has committed \$750,000 as well as in-kind support to the host committee.
- To mark the 93rd anniversary of the Battle of Beaumont Hamel, the Provincial Government invested \$400,000 to fully fund the replication of the bronze plaques, with a project team led by the City of St. John's, the Royal Newfoundland Regiment, the Royal Canadian Legion and the Department of Tourism, Culture and Recreation. Three bronze plaques, exact replicas of those located at Beaumont Hamel in France, and bearing the names of 820 fallen members of the Royal Newfoundland Regiment, the Royal Naval Reserve, and the Mercantile Marine who have no known resting place, will be unveiled on July 1, 2009.

OUTCOME OF OBJECTIVES

The following section presents the outcomes of objectives, fulfilling requirements outlined in the *Transparency and Accountability Act* to report to the people of Newfoundland and Labrador on progress during 2008-09, the first year of the Department of TCR's *Strategic Plan 2008-2011*.

The Department's three-year plan identifies five strategic issues for the Minister of Tourism, Culture and Recreation. These are:

1. Implement the Recreation and Sport Strategy
2. Make Arts and Culture Centres more relevant and accessible
3. Strategic Cultural Industries Opportunities
4. Preserving and Protecting our Tangible and Intangible Heritage
5. Enhancing the competitiveness and sustainability of Newfoundland and Labrador as a tourism destination.

The goals identified for each priority area are shown below and reflect the results expected for a three-year time frame while the objectives provide an annual focus.

Strategic Issue	Goal	Objective 2009
Implement the Recreation and Sport Strategy	By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy	By 2009, have advanced efforts to implement priority actions of the Recreation and Sport Strategy, specifically those relating to physical activity
How to make arts and culture Centres more relevant and accessible	By 2011, have made Arts and Culture Centres more relevant and accessible	By 2009, have implemented selected components of the strategic and operational plan
Address strategic cultural industries opportunities	By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry	By 2009, have supported the development of New Media Industry program elements
Preserving and protecting the province's tangible cultural heritage resources	A) By 2011, have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations	By 2009, with the Department of Transportation and Works, have developed a policy for the preservation and adaptive re-use of government-owned heritage structures.
Preserving and protecting the province's tangible cultural heritage resources and safeguarding its intangible cultural heritage	B) By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection	By 2009, Palaeontological Regulations have been developed for the protection and preservation of fossils and fossil sites

Strategic Issue	Goal	Objective 2009
Enhancing the competitiveness and sustainability Newfoundland and Labrador as a tourism destination.	By 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategic plan. ³	By 2009, enhanced the competitiveness and sustainability of the province as a tourism destination by implementing select components of the provincial tourism strategic plan

Focusing on these five priority areas will help the Department of TCR achieve its three-year **Mission**:

By 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, fostered creativity in the arts and the recognition of artists, preserved tangible and intangible heritage resources and increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

Measures

The measures and indicators which will identify the achievement of the Department's mission are:

- Priority actions of the Recreation and Sport Strategy, especially those relating to increased physical activity, are implemented
- Approved, short-term recommendations of the strategic and operational review of the Arts and Culture Centres are implemented
- Approved recommendations of the New Media Industry Study and Book Publishing Industry Assessment are implemented
- Efforts to sustain the built heritage and optimize benefits are advanced
- Framework of statutory protection for tangible and intangible cultural heritage further developed and strengthened
- Provincial tourism vision and strategy [provincial tourism strategic plan] completed

Indicators

- Number of priority actions of the Recreation and Sport Strategy relating to increased physical activity implemented
- Physical activity levels of children and youth (Target: increase)
- Strategic and operational review of Arts and Culture Centres completed and selected priorities for program delivery, operations and investment implemented
- New Media Industry program elements supported
- Strategies to sustain the built heritage and optimize benefits developed
- The *Historic Resources Act* reviewed
- Palaeontological Regulations drafted and significant sites identified for designation
- Approved recommendations of the new provincial tourism vision and strategy [provincial tourism strategic plan] implemented.

³ In February 2009, Government released *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism*. This is a long-term vision and plan which provides a framework to guide both the Provincial Government and industry partners working together to advance tourism in Newfoundland and Labrador through to 2020. This Vision is understood to be the provincial tourism strategic plan in this report.

Strategic Issue 1: Implement the Recreation and Sport Strategy

In 2007, the Government of Newfoundland and Labrador launched *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador*, with a view to improve the health and wellness of the people of the province.⁴ During the 2008-09 fiscal year, the Department of Tourism, Culture and Recreation has worked toward the 2011 goal of contributing to increased physical activity, health promotion and disease prevention. This has been done by implementing priority actions of the Recreation and Sport Strategy. In doing so, the Department has also contributed to the strategic direction of government that "Newfoundlanders and Labradorians have increased their participation in physical activity, sport and recreation and have achieved excellence on the national and international stage."

Priority actions for 2008-09 are those identified as selected short-term measures associated with the Recreation and Sport Strategy's Six Key Directions and Goals in the Strategy's "Implementation and Monitoring Framework."⁵ These are broadly: 1) increase involvement and participation in recreation, sport and physical activity; 2) significantly improve citizen access to recreation and sport opportunities; 3) strengthen public sector support of recreation and sport especially through a revitalized Recreation and Sport Division and a more comprehensive, coordinated system of support; 4) provide and support opportunities for all citizens who wish to reach their highest potential in sport; 5) build human resource capacity; and 6) build capacity through infrastructure.

Goal:

By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy.

Measure:

Implemented priority actions of the Recreation and Sport Strategy.

Planned versus Actual:

Objective 2009: By 2009, have advanced efforts to implement priority actions of the Recreation and Sport Strategy, specifically those relating to increased physical activity.	
Measure	Results
Implemented the priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Coordination Committee, especially those relating to physical activity	<ul style="list-style-type: none">Implemented selected priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Coordination Committee, especially those relating to physical activity, and as indicated in the "Implementation and Monitoring Framework" of the Recreation and Sport Strategy
Indicator	Result
Number of priority actions especially those relating to physical activity implemented	<ul style="list-style-type: none">Selected priority actions have been implemented based on the Recreation and Sport Strategy

⁴ This plan can be viewed at http://www.tcr.gov.nl.ca/tcr/publications/2007/active_healthyNL.pdf.

⁵ See *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* (2007), "Implementation and Monitoring Framework" [pp.32-33].

Objective 2009: By 2009, have advanced efforts to implement priority actions of the Recreation and Sport Strategy, specifically those relating to increased physical activity.	
Number of partnerships strengthened within government and with various non-government organizations (NGOs)	<ul style="list-style-type: none"> Partnerships have been strengthened within government and with various non-government organizations (NGOs)
Number of policies and plans to support increased physical activity initiated	<ul style="list-style-type: none"> Policies and plans to support increased physical activity are under development. Research and consultations on policy options are underway (see below)
Physical activity levels of children and youth (Target: increase) ⁶	<ul style="list-style-type: none"> The Department of TCR has not measured the increase of physical activity among children and youth for 2008-09 as new national targets for physical activity have been set as part of the Federal – Provincial – Territorial (FPT) commitment to develop a bi-lateral action plan to increase physical activity. This has been further discussed below. New targets (two types) for increasing physical activity levels of children and youth have been set.

Discussion:

Since the launch of *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* in 2007, the Department of TCR has worked with key national and provincial partners and provided additional resources to assist in developing and implementing recreation and sport programming, and support other initiatives designed to promote increased physical activity and active lifestyles.

In 2007-08, the initial investment of *Active, Healthy Newfoundland and Labrador* was primarily directed at strengthening programs and services offered through the Department of TCR's partner recreation and sport organizations. In 2008-09, the Department turned its attention to working in a more holistic and concerted way with other departments and partners to develop policies, legislation and strategies to support increased physical activity and other aspects of health promotion and disease prevention as a personal health practice of all citizens in the province.

The Department's goal for 2011 is to have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy. Full implementation of the Recreation and Sport Strategy will extend into future planning cycles.

Selected priority actions of the Recreation and Sport Strategy especially those related to physical activity being implemented

In 2008-09, the Department initiated an organization and management review of its Recreation and Sport Division so that it can be better aligned with the priorities of the provincial Recreation and Sport Strategy, especially physical activity. This review, undertaken by an external

⁶ During the 2008 meetings, FPT ministers agreed to set specific Pan-Canadian targets for increased physical activity among children and youth. 10 per cent of young people are engaged in 90 minutes of moderate-to-vigorous physical activity a day. By 2010, the goal is to raise that figure to 12 per cent, and by 2015, to 17 per cent. The Department of TCR will identify specific provincial targets and initiatives to measure, monitor and increase physical activity rates among all of our citizens building on existing actions.

consultant, will culminate in July 2009 and take several years to fully implement. Once completed, it will enable the Department to work with key partners to better coordinate government services and support, and develop and monitor the delivery of more accessible, effective programs especially for physical activity.

Active, Healthy NL directs the Provincial Government to ensure that under-served areas of the province are better served by recreation and sport leaders. In 2008-09, four new full-time, regional-based community recreation directors were hired, operating through Recreation Newfoundland and Labrador (Recreation NL), with the assistance of a \$100,000 contribution from the Provincial Government. These new directors, serving four regions and 32 communities, are focused on providing more opportunities to increase physical activity thereby promoting better health and preventing disease related to physical inactivity among the province's citizens.

As part of the engagement of Aboriginal communities directed by the Recreation and Sport Strategy as a short-term priority, the Recreation and Sport Division worked with the Aboriginal Sport and Recreation Circle of Newfoundland and Labrador which represents the province's Inuit, Innu, Mi'kmaw and Labrador Metis. Through \$50,000 in Budget 2008-09, Newfoundland and Labrador had a team competing at the North American Indigenous Games (NAIG) which took place August 3-10 in the Cowichan Valley, British Columbia.

Forty-four Aboriginal athletes from Nain, Natuashish, Hopedale, Makkovik, Postville, Northwest River, Sheshatshiu, Conne River and Bay St. George, ranging in age from 13 to 18, competed at the games in four of the 16 contemporary and traditional sporting events – badminton, volleyball, track and field, and golf. A total of 18 medals were won by the province's Aboriginal athletes. This marked a milestone in the province's athletic history and provided a valuable sport development opportunity for the athletes.

Active, Healthy NL's key direction "Building Capacity through Infrastructure" directs the Provincial Government to ensure new recreation and sport infrastructure is developed to meet the needs of the local population. In July 2008, the opening of the Newfoundland and Labrador Sport Centre, located in proximity to existing sports infrastructure (including the Swilers Rugby Club and the Wishingwell soccer facility) will serve as a venue for athlete training and to host provincial, national and international competitions for the more than 70,000 athletes, coaches and administrators that make up Sport Newfoundland and Labrador (SNL).

In 2008-09, the second year of the Community Capital Grant Program, the Department of TCR increased the maximum grant amount from \$10,000 to \$15,000 and increased the total allocation to the program by over \$200,000 from \$400,000 for a total of \$615,000 in 2008-09. This increased funding built on the Department's previous investment in community recreational infrastructure – bringing the total invested through this program over the last two years to \$1 million. Community-based recreation organizations throughout Newfoundland and Labrador benefited from the increased funding to assist in the upgrade and maintenance of small-scale indoor and outdoor recreation infrastructure that are platforms for increased physical activity and other aspects of health promotion and disease prevention.

Projects funded under the Community Capital Grant Program include upgrades to soccer and softball fields, replacement of community playground equipment, roof repairs, and general upgrades and repairs to buildings and infrastructure. A total of 41 community organizations throughout Newfoundland and Labrador received approval for grants of up to \$15,000 to assist in the upgrade and maintenance of small-scale indoor and outdoor recreation infrastructure.

The annual Community Recreation Development Grants Program supports general community programming such as recreational sports, summer programs for youth, and physical/active living initiatives for the entire community. In 2008-09, 228 communities across Newfoundland and Labrador received \$381,880 to support recreation, sport and active living programs in their communities. In March 2009, this community recreation program received an increase of \$200,000 bringing the new program total to \$600,000, of which \$505,000 will be allocated to grants in 2009-10 and the remaining \$95,000 to be determined on alternative approaches to community-based recreation development.

Re-establishment of Inter-Departmental Coordination Committee

In 2008-09, the membership of the Inter-Departmental Committee to Implement the Recreation and Sport Strategy was expanded to include the Department of Human Resources, Labour and Employment (HRLE) in addition to the Departments of TCR, Health and Community Services (HCS) and Education (EDU). Terms of Reference were developed and reviewed by the Committee. The goal of the Recreation and Sport Strategy Inter-Departmental Committee is to build a more collaborative, integrated approach among provincial departments and agencies in support of the implementation and monitoring of *Active, Healthy Newfoundland and Labrador*.

Priorities for action in the area of Physical Activity are being determined through work of the Coordinating Committee in concert with targets and priorities identified by FPT Ministers responsible for Recreation and Sport (see below).

Policies and plans to support increased physical activity are under development

In 2008-09, the Department began to focus with key provincial partners, especially in health and education and the community, to develop specific initiatives to increase physical activity rates leading to improved health outcomes and to support increased access and participation through improved infrastructure for all of the province's citizens. This was intended to build on existing actions – such as a three-year, \$3.2 million investment in school physical education equipment, along with healthy living and anti-tobacco initiatives – to create a stronger, healthier population.

Complementing this initiative, the Department also initiated a review of the Newfoundland and Labrador Games Program in 2008-09, with the anticipated final report expected in July 2009. One objective of the review of the Newfoundland and Labrador Games program is to determine the level of usage and benefit to the children of Newfoundland and Labrador in terms of promoting increased access, participation and increased physical activity. The Recreation and Sport Division also completed a draft Event Hosting Policy as directed by the Recreation and Sport Strategy.

During a series of meetings in 2008-09, the Federal-Provincial-Territorial (FPT) Ministers undertook background research into the problem of physical inactivity and agreed to collaborate on three main action areas to increase physical activity: 1) Social Marketing; 2) Deliberate collaboration; and 3) After School Time, Families and Communities.

The FPT Committee is initially focusing on “after school time” and Social Marketing and determining how best to move forward and effect changes in the rates of physical activity in this area. They will meet in August 2009 to finalize their action plan. The Assistant Deputy Minister – Culture and Recreation in the Department of TCR, Government of Newfoundland and Labrador, is co-chairing the Social Marketing Committee with the Federal Co-Chair.

Targets for increasing physical activity levels of children and youth set

In May 2008, the Federal-Provincial-Territorial (FPT) Ministers Responsible for Physical Activity, Recreation and Sport agreed to set specific Pan-Canadian targets for increased physical

activity among children and youth.⁷ Having established a baseline level for physical activity of children and youth, using the Canadian Physical Activity Levels Among Youth (CANPLAY) Study, Ministers⁸ set Canada's first-ever national physical activity targets for children and youth aged five to 19:

- to increase, by seven percentage points, by 2015 the proportion of children and youth who participate in 90 minutes of moderate-to-vigorous physical activity over and above activities of daily living; and
- to increase from 11,500 steps to 14,500 steps per day, by 2015, the average number of steps taken by all children and youth, which is equivalent to an increase of 30 minutes per day.

These targets represent an important foundation for collaborative work between and within jurisdictions. Ministers established a new annual reporting schedule to monitor progress toward increasing leisure-time physical activity in every province and territory by ten percentage points by the year 2010, a target set by Ministers in Bathurst, New Brunswick, in 2003.⁹ Ministers directed their officials to bring forward options, including an examination of best practices, for practical ways to meet and exceed these targets.

Partnerships have been strengthened within Government and with various Non-Governmental Organizations (NGOs)

TCR is working more closely with the Department of HCS on mutual work related to physical activity and the Provincial Wellness Plan. In March 2009, a funding request was approved for a provincial Alliance for Physical Activity. This represents an important advance in increasing coordination and cooperation among those partners involved in increasing physical activity, promoting health and disease prevention. In addition, under Budget 2009-10 in March 2009, a total of \$200,000 was approved under the Healthy Aging Strategy for physical activity initiatives targeting seniors.

The organization and management review of the Recreation and Sport Division (to be completed mid-2009) will point the way to maximizing existing partnerships and developing new opportunities, especially in the area of physical activity and increasing access for all.

Through a total of \$120,000 provided by the Departments of Tourism, Culture and Recreation and Health and Community Services over the past two years, Recreation NL launched a new website in November 2008 through its community-based initiative, "Small Steps. . . Big Results" active living campaign. The website encourages people to track and record their movements throughout the day, and to find small ways to increase their personal levels of physical activity.

⁷ Conference of Federal-Provincial-Territorial Ministers responsible for Sport, Physical Activity and Recreation, Victoria, British Columbia - May 21-22, 2008. News Release May 22, 2008 (see http://www.scies.gc.ca/cinfo08/830938004_e.html)

⁸ For its part, Quebec has its own programs, action plans, objectives and targets for physical activity. It contributes to Canada-wide initiatives by sharing information and best practices.

⁹ Conference of Federal-Provincial-Territorial Ministers responsible for Sport, Physical Activity and Recreation, Bathurst, New Brunswick, February 21-22, 2003. News Release February 21, 2003 (see http://www.scies.gc.ca/cinfo03/830778004_e.html).

In 2008-09, Recreation NL also undertook a provincial tour of schools, targeted at Kindergarten to Grade 3 students, highlighting the importance of physical activity through a theatrical presentation and activities designed to engage students.

A Canadian Sport 4 Life - A Long-Term Athlete Development (LTAD) Summit was held in February 2009 with Sport Newfoundland and Labrador and other Provincial Sport Organizations. Going forward, the focus of sport organizations will be on grass roots alignment and integration with the Canadian Sport 4 Life (CS4L) model. This new model emphasizes increased participation and physical activity (rather than a solely competitive sport development model) throughout the lifespan of those engaged in sport.

Explanation of Variance:

The Department of TCR has not measured the increase of physical activity among children and youth for 2008-09 because new national targets for physical activity have been set as part of the FPT commitment to develop a bi-lateral action plan to increase physical activity. In 2008-09, the FPT Ministers agreed to undertake background research into best practices and strategies and they continued FPT consultation to lead to the formulation of the action plan to meet these targets by 2015.

According to the 2007 Canadian Fitness and Lifestyle Institute's *Physical Activity Among Youth (CANPLAY) Study*, Canadian children and youth between the ages of 5 and 19 take an average of roughly 11,500 steps per day. Children in Newfoundland and Labrador recorded fewer steps, approximately 10,650 steps per day. This baseline was established in 2007-08 and 2008-09 data will be available later in 2009-10.

The province has committed to this new 2015 target and will benefit from the evidence-based national action plan incorporating the most effective, proven strategies. This plan will form the template for priority actions and a bi-lateral framework for investment to increase physical activity and improve health outcomes at the provincial level.

In 2009-10, the Department of TCR will work with FPT and provincial partners (especially the Inter-Departmental Committee and planned Physical Activity Alliance) to coordinate and implement the identified priority actions to help meet the national target, as well as identify specific provincial targets and initiatives to measure, monitor and increase physical activity rates among children and youth.

Goal: By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy.		
Objective 2010:	Measure	Indicators
By 2010, have further advanced efforts to implement policies and priorities of the Recreation and Sport Strategy, specifically those relating to increased physical activity	Implemented more priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Coordination Committee, especially those relating to physical activity	Number of priority actions of the Recreation and Sport Strategy relating to increased physical activity and other aspects of health promotion implemented
		Priority recommendations of Divisional Review being implemented
		Partnerships related to Divisional Review especially with those agencies dedicated to physical activity and other aspects of health promotion and disease prevention have been strengthened within government and with various NGOs

Goal: By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy.		
Objective 2010:	Measure	Indicators
		Number of policies and plans in coordination with the Health Promotion and Wellness Branch of the Department of HCS to support increased physical activity and other aspects of health promotion and disease prevention developed
		Physical activity levels of children and youth (Target: increase)

The Recreation and Sport Division's Organization and Management Review, which is closely integrated with the Recreation and Sport Strategy, will be completed in 2009-10. It is anticipated that through this review, the Recreation and Sport Division will work with key partners inside and outside Government to increase access and participation in physical activity by such means as: 1) reviewing regional support; 2) developing more coordinated inter-departmental and province-wide programs and plans related to increasing physical activity; 3) initiating a full Human Resources Review of the Recreation and Sport Division; 4) developing a framework to assess the capacity of the province's main sport and recreation organizations; 5) reviewing grant programs; 6) engaging the disability community and women and girls and; 6) providing more effective input into infrastructure assessment and planning." The FPT Strategy on Physical Activity will also provide guidance on priority initiatives and plans to increase physical activity.

Strategic Issue 2:

Make Arts and Culture Centres more relevant and accessible

The Government of Newfoundland and Labrador launched its strategic cultural plan, *Creative Newfoundland and Labrador: The Blueprint for Developing and Investing in Culture*, in 2006.¹⁰ In this plan, the importance of the provincial system of arts and culture centres was reinforced, and in 2007-08, an Operational Review of the centres was initiated. In July 2008, government received the final report to this study, *Strategic and Operational Review Newfoundland and Labrador Arts and Culture Centres*, and priority actions were identified for implementation.¹¹

In working towards this goal, the Department contributed to the strategic direction that "The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support," particularly the component concerning the "Strategic and operational review of Arts and Culture Centres."

Goal:

By 2011, have made Arts and Culture Centres more relevant and accessible.

¹⁰ *Creative Newfoundland and Labrador: The Blueprint for Developing and Investing in Culture* can be viewed at <http://www.tcr.gov.nl.ca/tcr/publications/2006/culturalplan2006.pdf> (Last accessed September 23, 2009).

¹¹ The Arts and Culture Centre Review can be accessed online at <http://www.tcr.gov.nl.ca/tcr/publications/2008/ACCReport.pdf> (Last accessed September 23, 2009).

Measure:

Implemented approved, short-term recommendations of the strategic and operational review of Arts and Culture Centres.

Planned versus Actual:

Objective 2009: By 2009, have implemented selected components of the strategic and operational plan	
Measure	Results
Selected components of the strategic and operational plan implemented	<ul style="list-style-type: none"> Selected components of the strategic and operational plan have been identified in the short term for implementation and the human resources review has been initiated
Indicator	Results
Selected components of the strategic and operational plan implemented	<ul style="list-style-type: none"> Strategic and operational review of Arts and Culture Centres completed by consultants ArtsExperts.ca in June 2008 Strategic and operational plan completed and recommendations submitted July 2008 Selected priorities for program delivery, operations and investment have been identified in the short term for implementation. The human resources review has been initiated
Number of community partnerships in place	<ul style="list-style-type: none"> Community partnerships in place
Diversity of programming ¹²	<ul style="list-style-type: none"> Some diversity of programming opportunities have been implemented
Touring support provided	<ul style="list-style-type: none"> Touring support has been provided and new regional touring activities have occurred

Discussion:

In *Creative Newfoundland and Labrador*, Government confirmed that Arts and Culture Centres are important venues that play an integral role in developing, fostering and presenting the province's arts and culture and increasing the access of audiences to professional artists and professional artists to their audiences.

These centres support the Department's Strategic Direction to recognize the province's vibrant artistic community for its cultural and economic contributions and to offer stable working conditions to professionals through public and private sector support. They are vital supporting infrastructure and offer touring programs for the creation, performance and exhibition of the province's artists and their artistic productions and works.

This strategic and operational review was commissioned in order to outline new directions for the centres which will enhance and support what is already strong and valued by the communities in which they operate. An independent consulting firm conferred with management, staff, arts advocates, patrons, and community members to determine how the Arts and Culture Centres could become more relevant and accessible to the communities they serve, and to establish priorities over the next five years to ensure they continue to be the vibrant centres of cultural activity they have been for many years.

¹² Diversity in cultural programming is fostered through the support of programming that extends opportunities to populations that have marginal access because of language, socio-economic or geographic barriers or other barriers such as physical disabilities.

Utilizing these centres as vibrant regional and community centres is a long-term goal that will require support and investment in many aspects of the centres over several planning cycles.

Strategic and operational review completed

An independent consulting firm conferred with management, staff, arts advocates, patrons, and community members to determine how the Arts and Culture Centres could become more relevant and accessible to the communities they serve, and to establish priorities over the next five years to ensure they continue to be the vibrant centres of cultural activity they have been for many years.

Strategic and operational plan completed and submitted

In July 2008, the Department of TCR received the final report of the independent consultant's report which made recommendations on the future operations of the province's six Arts and Culture Centres. These recommendations were:

- **Governance.** It was recommended that a more effective governance structure to be put in place.
- **Programming.** The lack of a strong artistic vision or clear strategic direction means that programming is often more reactive than proactive and does not serve the community and region as well as it could.
- **Human Resources.** Changes over time in the Arts and Cultures centres as well as new demands and a new governance model will require substantial change in the job descriptions for senior leadership and a comprehensive Human Resources Plan.
- **Marketing, Communications and Outreach.** Integrate and improve the marketing, communications and outreach activities of the Centres, including possible local advisory committees.
- **Finance.** A multi-year operational and financial plan and a significant increase in investment are needed.
- **Infrastructure:** A review of the infrastructure requirements of the ACCs was not possible within the mandate of this project, however, development of joint planning and sufficient resources for physical resource and maintenance needs were recommended to ensure that needs are met in a timely and effective way.

The Department subsequently announced that it was reviewing the recommendations provided by the consultant, ArtsExperts.ca, and determining its future course of action.

Some priorities for program delivery, operations and investment have been identified for short-term implementation

A Departmental Review Committee was formed in the fall of 2008. The strategic and operational review has provided TCR with the information needed to formulate an action plan which will ensure that the Arts and Culture Centres remain a vibrant part of the cultural community and the regions where they operate.

Since receiving the report, the Department has been looking closely at each of the specific recommendations and determining priorities for action, how they might be implemented, and over what timeframe and costs. Selected priority recommendations will form the basis of a longer-term plan for revitalization of the six provincial Arts and Culture Centres in 2009-10 and beyond.

In the fall of 2008, the Departmental Review Committee undertook the identification of priority activities and put in place an initial work plan and monitoring system which continues to be developed. A financial plan was initiated January 2009. Human Resources (HR) planning was

initiated in February 2009 with the Strategic Human Resources Management Division – Resource Sector. Additional support was confirmed from Public Service Secretariat for HR planning in the remainder of 2009. Budget 2009-10 sustained investment of \$5,928,100 in the province's Arts and Culture Centres.

Number of Community Initiatives and Partnerships in place

The Joseph R. Smallwood Arts and Culture Centre in Gander was officially named in December 2008 commemorating the contribution of the province's first premier to the preservation and promotion of the province's culture. The theatre in the Corner Brook Arts and Culture Centre was also renamed in honour of Gary Graham, a local music educator and director. This was a Humber Rotary initiative.

The centres undertook a number of community partnerships in 2008-09, for example:

- The St. John's Arts and Culture Centre initiated a partnership with c2c Theatre to do four productions in the newly renovated Basement Theatre
- The Corner Brook centre partnered with Sir Wilfred Grenfell College in a Gaelic visual art, music performance event
- The Labrador West Centre had several partnership initiatives with the cultural community in Fermont, PQ
- There is a partnership in Grand Falls-Windsor with local music teachers and their students in a Music Mini series of concerts in addition to a long-standing partnership with the Northcliffe Drama Club
- The Corner Brook centre was also a significant partner in the very successful East Coast Music Awards (ECMAs) in February 2009
- In Stephenville, community partnerships include the Stephenville Festival, Bay Theatre, the Bay St. George Folk Arts Council and a Community Arts Program.

Further partnerships may evolve via Advisory Committees, as part of overall decision making concerning governance models in 2009-10 and beyond.

Some diversity of programming¹³ opportunities have been implemented

The Arts and Culture Centres have received funding under the Department of Canadian Heritage's Arts Presentation Canada (APC) program for multi-cultural events since its inception in 2001. In 2008-09, the Centres continued to work to increase physical accessibility through the addition of more accessible washrooms, ramps and accommodations for the physically handicapped.

In 2008-09, the Wonderbolt Circus co-production to the Labrador coast reached Aboriginal audiences. This built on past efforts to meet the needs of diverse audiences such as Aboriginal peoples and the Francophone community. Specific programming developed for Young Audiences was developed to be aimed specifically at schools. Through programming investment in such productions as Rising Tide's "Nobleman's Wedding," the goal is to reach wider audiences.

Touring Support Provided

The Centres have increased the amount of programming for young audiences, generally provincial and regional touring productions to target each of the three levels of students (primary,

¹³ The Arts and Culture Centres have diversity in discipline, with a broad range of programming. Emphasis has been placed on reaching wider audiences.

elementary and high school) in a given school year. The Centres also initiated a provincial Battle of the Bands for young performers three years ago. This has proved quite successful and remains in the 2009-10 schedule.

Table 1: Summary of 2008-09 Touring Performances Provincial Arts and Culture Centres, Communities and Schools								
Agents	St. J	Gan	GFW	CrBk	Steph	Lab-Wab	Community	Schools
Rising Tide	•	•	•	•	•	•	CBN +GB	YES
In Good Company	•	•	•	•	•	•	CBN +GB	
Montreal Danse	•	•	•			•	GB	
Kathryn Crooks	•							YES
Sursaut Danse		•	•	•	•			YES
Lynne Horne	•	•	•	•	•	•	CBN +GB	
WPG Productions	•	•	•	•	•	•	CBN +GB	
Self	•	•	•	•	•	•	16	YES
APA-Feldman	•	•	•	•	•	•	GB	
Babybug Productions	•	•	•	•	•	•	CBN +GB	
ACCs		•	•	•	•	•		
NSO		•	•	•	•			
Debut Atlantic	•			•	•			
Debut Atlantic	•							
Debut Atlantic	•	•		•	•			
Debut Atlantic	•			•		•		

Source: Arts and Culture Centres Division, Program Statistics 2008-09

Notes: St. J= St. John's ACC; Gan=Gander ACC; GFW=Grand Falls- Windsor ACC; CrBk=Corner Brook ACC; Steph=Stephenville ACC; Lab-Wab=Labrador City-Wabush ACC; CBN=Conception Bay North; GB=Grand Bank

Explanation of Variance:

When the Department received the final report of the independent consultant, there were a number of recommendations on the future operations of the province's six Arts and Culture Centres, including changes to the governance structure, the development of relevant programming, and improved marketing initiatives, among other things. The Department looked closely at all of the recommendations to determine its future course of action, in particular, specific recommendations considered to be priority to determine how they might be implemented, and over what timeframe.

Selected components were identified where work began in the short term, thus laying the groundwork for other recommendations over the next five years which is the life cycle of the new strategy. Immediate priorities included a review of the options concerning a new governance model and a detailed Human Resources (HR) Review (now underway). As noted in the report, there has been steady attrition in HR over the last decade and changes in activities managed by the Centres. The resulting shifts in job responsibilities have put strong pressure on ACC staff. A new governance model will require substantial change in the job descriptions for senior leadership and a comprehensive HR Plan. Once this plan is completed in 2009-10, the HR plan will be implemented, as well as the governance model finalized.

In 2009-10, the Department will also focus on developing further community partnerships including the possibility of establishing local advisory committees and putting forward the

preferred governance model for approval and implementation by 2010. Developing a multi-year financial plan, and initiating with the Department of Transportation and Works an updated infrastructure assessment and developing a multi-year infrastructure renewal and maintenance plan, have also been identified as priorities for implementation.

Goal: By 2011, have made Arts and Culture Centres more relevant and accessible		
Objective 2010:	Measure	Indicators
By 2010, have further implemented selected components of the strategic and operational plan.	Implemented more selected priority actions of the Arts and Culture Centre Strategic and Operational Review	Number of priority recommendations implemented
		More community partnerships in place
		Further diversity of programming
		Touring support provided

Strategic Issue 3:

Address Strategic Cultural Industries Opportunities

The Department of Tourism, Culture and Recreation's *Strategic Plan 2008-11* identifies two strategic sectors within the cultural industries for particular attention during the planning period. These are new media and book publishing. These areas are identified as priority issues through the commitments of government, and are important to provincial competitiveness and image for creativity and innovation on the broader stage. New media is also the means by which artistic content can be developed into multiple innovative products in a variety of media and therefore more accessible to audiences and consumers.

The objective for 2008-09 focused on the New Media Industry, and achievements have been made towards the strategic direction of the Provincial Government that "sustainable creative enterprises and cultural industries (including heritage industries) are developed. The Publishing sector within the province continues to grow in tandem with the increasing recognition of the literary sector overall. Looking ahead to 2009-10, the province's book publishing business is facing a number of challenges which must be addressed in order for this sector to survive and thrive.

Goal:

By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry.

Measure:

Implemented approved recommendations of the New Media Industry study and the Book Publishing Industry Assessment.

Planned versus Actual:

Objective 2009: By 2009, have supported the development of New Media Industry Program Elements	
Measure	Results
New Media Industry program elements supported	<ul style="list-style-type: none">Some New Media Industry projects have been supported through the Cultural Economic Development Program (CEDP)
Indicators	Results
New Media Industry program elements supported	<ul style="list-style-type: none">New Media Industry projects have been supported
Amount of investment in New Media Industry (Target: increase)	<ul style="list-style-type: none">The Department awarded a slightly increased amount of investment for priority projects within existing budgets
Number of New Media Industry projects developed	<ul style="list-style-type: none">10 New Media Industry projects have been developed in 2008-09, an increase of 5 over 2007-08

Discussion:

The *Strategic Plan 2008-11* identifies two strategic sectors within the cultural industries for particular attention during the planning period. These are new media and book publishing.

Emerging sectors such as digital and new media technologies are vital to enhancing creativity and strengthening the province's competitiveness in the national and global marketplace. Although multimedia is one of the fastest growing sectors of the cultural and communications industries, the industry faces a number of challenges.

These include lack of awareness of multimedia applications in the cultural sector, the relatively small size of most new media companies, the lack of an industry association or alliance representing the specific interests of this sector, the need for more connections between content producers and new media and the lack of market information.

Government directs the Department of TCR to develop and implement a strategy to support a New Media Industry to allow this province to exploit a media environment that has been transformed by advancements in digital technology and computing, especially in products such as video games, electronic kiosks and pod casts.

In 2007, a provincial working group on new media was formed, composed of representatives of the Department of TCR (Arts Division), the Newfoundland and Labrador Film Development Corporation and the Newfoundland Film Producers Association. A new media landscape and environmental scan study was completed in 2008 and provided guidance for decision making and investment in this cultural industries sector. Recommendations of the scan study were considered specifically for the development of a funding program to be run through the Department to assist new media projects. The overall goal of this initiative was to grow an indigenous Newfoundland and Labrador Digital Media industry.

In 2008-09, the publishing industry continued to play a fundamental role in the cultural and economic life of the province. Government is committed to strengthening our book publishing industry. The literary sector enhances the ability of local publishers to compete in the national and international industry. Assessing the book publishing industry in 2010 will identify key opportunities and provide guidance for decision-making in this strategic cultural industries sector.

Draft New Media Program elements developed

A draft New Media Program was developed as part of the Cultural Export initiatives. This new program had at its outset, the objective to put in place effective strategies to develop the industry in the best possible manner for the maximization of economic opportunity for Newfoundland and Labrador creators.

The program was to support projects which most strongly combined innovation, marketability and cultural content, by NL producers. The key criterion was not the technology itself, but rather the use of technology in creative industry products. Program elements included market research and product exploration, product development/production fund, and program launch/outreach/promotion research.

New Media Industry Program Elements Supported

The Cultural Export Strategy was approved in 2008-09 and funding of \$200,000 was provided in Budget 2009-10 to replace federal funding which was withdrawn for cultural export. As noted above, the program elements to create a dedicated New Media Program were identified. The Department has not created a dedicated New Media Program with the elements as originally envisioned. The Department has found the means to support New Media projects that fall within some of these elements within existing Cultural Economic Development Program (CEDP) funding for 2008-09.

Amount of investment in New Media Industry (Target: increase)

In 2008-09, the Department was able to fund an increased number of New Media projects through Component Three (Marketing) of the CEDP as shown in Table 2 below. The Department received New Media project proposals and initiatives in 2008-09, and website development is included under Component Three of the Cultural Economic Development Program (Marketing).

Number of New Media Industry Projects developed

Although there has not been a substantial increase in funding, the number of projects funded and developed has doubled as shown in Table 2 below.

Table 2: New Media Projects Supported 2007-08 and 2008-09		
Fiscal Year	Number of New Media of Projects	Funding
2007-08	5	\$51,150
2008-09	10	\$51,277
Source: Cultural Economic Development Program Statistics, Arts Division, Department of Tourism, Culture and Recreation		
Note: Funding amounts for 2008-09 include monies allocated for the Association of Cultural Industries website. This project and its funding were not classified as a New Media Project and therefore not included in the list/amount provided above.		

Explanation of Variance:

New Media initiatives that fall within some of the originally envisioned program elements were funded within existing CEDP funding for 2008-09. The Department has not been created a dedicated New Media Program with the program elements as originally envisioned, however it has supported and will continue to support New Media projects. In 2009-10, the Department will also examine how to improve support for the Book Publishing Industry so as to address another of the province's strategic cultural industries opportunities.

Goal: By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry		
Objective 2010: Assessment of the Book Publishing Industry completed	Measure: Book Publishing Industry assessment completed	Indicators: Assessment completed

Strategic Issue 4

Preserving and protecting our tangible and intangible cultural heritage¹⁴

The province's distinctive and irreplaceable tangible and intangible heritage is integral to our unique identity which the province is proud to celebrate and promote. Preservation of our cultural heritage reduces the number of cultural resources at risk. It maximizes economic benefits by re-using our built heritage and creating cultural products and experiences including for the tourism industry, as visitors and residents have an opportunity to experience and explore Newfoundland and Labrador's unique history and culture.

Government's strategic direction is to ensure that "Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened." For the planning cycle 2008-2011, the Department chose to address this important issue through two specific goals, to "have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations," and to "have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection."

During fiscal year 2008-09, the department has made advances towards these goals, and in turn, has contributed to the achievement of the strategic direction. This has been done through policies, plans and initiatives to preserve and adaptively re-use the built heritage, and through the continuing development of draft regulations to protect fossils and fossils sites, without which these resources are at high risk.

Goal A: Sustaining the Built Heritage

By 2011, have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations.

Measure:

Efforts to sustain the built heritage and optimize benefits are advanced.

¹⁴ In the Department of Tourism, Culture and Recreation's *Strategic Plan 2008 to 2011*, the overarching strategic issue is summarized on p. 30 as "Preserving and protecting our tangible and intangible cultural heritage." As there are two goals for this strategic issue, the statement of the strategic issue within each goal is slightly different. Goal A focuses on tangible heritage only and is therefore expressed as "Have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations." For Goal B which encompasses both tangible and intangible heritage, it is stated as, "Have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening the province's framework of statutory protection."

Planned versus Actual:

Objective 2009: By 2009, with the Department of Transportation and Works, have developed a policy for the preservation and adaptive re-use of government-owned heritage structures.	
Measure	Results
Policy for the preservation and adaptive re-use of government-owned heritage structures is developed	<ul style="list-style-type: none"> Policy for the preservation and adaptive re-use of Government-owned heritage structures was researched
Indicators	Results
Preservation and adaptive re-use policy for government-owned heritage structures is developed	<ul style="list-style-type: none"> During initial background research for the policy, it was determined that it would be premature to develop this policy without first carrying out necessary research to examine comparative legislation and best practices. Further details are provided below. Research of comparative legislation and best practices to inform policies for preservation and adaptive re-use policy for Government-owned heritage structures was undertaken. Specific policies for preservation and adaptive re-use for Government-owned heritage structures will be developed in 2009-10
Number of government-owned heritage structures preserved and re-used	<ul style="list-style-type: none"> Number of government-owned heritage buildings preserved and re-used <ul style="list-style-type: none"> Restoration of the Colonial Building Provincial Historic Site initiated for planned re-use as a Tourism/Historical Interpretation Centre, office space for heritage groups, public function areas and other uses to be specified Re-capitalization and revitalization of all 12 operating Provincial Historic Sites underway for their preservation and improved use as public commemorative and historical interpretation sites and tourism attractions

Discussion:

Government is a major owner of heritage structures and it seeks to be a good steward and to set the example in the sustainable use of heritage structures that it owns. *Creative Newfoundland and Labrador*, the provincial cultural plan, directs Government to become a model custodian of our province's tangible heritage resources.

This includes developing a sound, sustainable cultural resource management framework, clearly defined heritage principles, values and responsibilities and encouraging more coordinated, consistent efforts to protect and sustain the province's heritage by Government and its partners to ensure that the full potential of existing heritage assets and investments is fulfilled. This is a long-term goal that will require research, policy development and investment over several planning cycles.

Research of comparative legislation and best practices was carried out to inform the development of policy for the preservation and adaptive re-use of Government-owned heritage structures

In 2008-09, an in-depth comparative study on heritage protection legislation, comparing the province's *Historic Resources Act* and related provincial heritage legislation to that of Canada and selected international jurisdictions, was undertaken. This was to ascertain the strength and gaps of current legislation, including specific policy to protect Government-owned heritage buildings, and to identify and examine best practices. This will inform the development of policy for the preservation and adaptive re-use of Government-owned heritage structures.

Other major related policies and plans to protect heritage structures and sites, both public and community-based, were developed in 2008-09 as follows:

- A preliminary Heritage Interpretive Framework was drafted, including Provincial Historic Sites. An inventory was developed that identified interpretive gaps. The longer-term plan is to involve Provincial Historic Commemorations Board in helping to identify priority themes/subjects for recognition, including the development of future Provincial Historic Sites. These initiatives will add to the number of Government-owned heritage buildings preserved and protected.
- The new Provincial Historic Commemorations Program was launched in 2008, and was designed to commemorate aspects of provincial historical and cultural significance. This includes persons, places, and events as well as aspects of traditional culture including traditional skills and cultural practices. The first appointments were also made to the new Provincial Historic Commemorations Board which has since finalized its program and policies. The first designations of the Board will be made in 2009-10.

Number of Government-owned heritage buildings preserved and re-used (target: increase)

Budget 2008-09 provided \$1,450,000 for the re-capitalization of Provincial Historic Sites of which \$824,000 was expended on site planning and design work in Bonavista, St. John's, Boyd's Cove, Trinity and Point Amour. Work was completed at Quidi Vidi Battery. In the coming year, detailed interpretive design work is being completed for Bonavista, St. John's, and Trinity with interpretive fabrication to be undertaken at Mockbeggar (Bonavista) and the visitor centre in Trinity. \$600,000 was re-profiled from 08-09 to 09-10.

In 2008-09, an action strategy for Provincial Historic Sites (PHS) was developed and implementation has begun. Budget 2008-09 invested \$435,000 annually to further revitalize the province's Provincial Historic Sites system, and to make a visit to the sites a more meaningful and relevant experience for all. The funding included more than \$300,000 for full-time, seasonal staff, \$50,000 for a marketing campaign designed to promote the province's Provincial Historic Sites, and more than \$40,000 to follow through on a pilot project, initiated in 2007-08, which allowed for the presentation of live history programming at selected sites.

In addition, \$25,000 was provided to the Newfoundland and Labrador Historic Sites Association to operate the Newman Wine Vaults in St. John's as a Provincial Historic Site. With this investment, more than \$2.6 million has been provided since 2006-07 to address structural issues at the Provincial Historic Sites, to plan and construct modern, interactive exhibits, and to enhance programming.

A new position, Manager of Provincial Historic Sites, was created and filled under Budget 2008-09. The position will oversee implementation of the PHS action strategy and the development of

the PHS System Plan. The PHS System Plan is a long-term plan for defining and strengthening the system of Provincial Historic Sites. In 2008, TCR initiated the development of a new partnership arrangement with the Trinity Historical Society to bring all heritage sites in Trinity under a single system.

Government has allocated \$3 million for the restoration of the Colonial Building with the goal of leveraging federal funding. The Province's allocation has been scheduled at \$1,000,000 per year in each of 2008-09, 2009-10, and 2010-11. In 2008-09, work began on the preparation of construction drawings and extensive investigations on the building's structural integrity were carried out. Application was made and approved for \$748,000 from Cultural Spaces Canada.

Once restored, the planned re-use of the building is as a Tourism/Historical Interpretation Centre. The second floor will house offices and support the interpretive program with display materials on both galleries. The main floor will be the focus of the interpretation program. The Assembly Room and Prime Minister's Office are to be restored and furnished as they as they were when the building was the seat of responsible government. The Council Chamber will continue to be a multi-purpose space for public use and leased out for public functions. The restored main entrance will provide main access to the building.¹⁵

Explanation of Variance:

In doing initial background research for the policy concerning preservation and adaptive re-use of Government-owned heritage structures, it was determined that it would be premature to develop policy for the preservation and adaptive re-use of Government-owned heritage structures without first carrying out necessary research to examine comparative legislation and best practices.

A consultant was hired in mid-2008 and the comparative study was completed by March 31, 2009. This work will now support the development of this policy in consultation with the Department of Transportation and Works in 2009-10. It also provides a vital foundation for the review of the *Historic Resources Act* which is planned over the three years of the Department of TCR's *Strategic Plan 2008-2011*.

In the meantime, the Department of TCR continued to advance preservation policies, plans and initiatives which had been initiated in 2006-07 and 2007-08. These initiatives targeted protecting specific Government-owned buildings and sites such as Provincial Historic Sites and the Colonial Building. The Department also completed work to establish the mechanism for designating heritage places, people and events through the creation of the Provincial Historic Commemorations Board and associated programs and policies. A preliminary Heritage Interpretive Framework was developed as was a Provincial Historic Sites Action Strategy.

These related policy initiatives, especially the Commemorations Board, were considered especially critical in order to meet the overall goal for 2011 of advancing efforts to sustain the province's built heritage and optimize benefits for present and future generations.

¹⁵ *Colonial Building Provincial Historic Structures Report* (PHB Group Incorporated: 2007). See http://www.tcr.gov.nl.ca/tcr/publications/2008/2592-01_FinalReport.pdf

Goal: By 2011, have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations.		
Objective 2010	Measure	Indicator
By 2010, have begun to further develop and strengthen heritage protection and preservation policies, programs and services to protect and re-use heritage structures and sustain community-based heritage facilities and sites	Policies, programs and services are further developed and strengthened in the area of heritage preservation and sustainable adaptive re-use of heritage structures	Preservation and adaptive re-use policy for Government-owned heritage structures is developed
		Preservation and adaptive re-use policy for other heritage structures is developed
		Number of Government-owned heritage structures preserved and re-used

Goal B: Further Developing the Cultural Resource Management Framework

By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection.

Measure:

Framework of statutory protection strengthened and further developed.

Planned versus Actual:

Objective 2009: By 2009, Palaontological Regulations have been developed for the protection and preservation of fossils and fossil sites.	
Measure	Results
Palaontological resources are protected	<ul style="list-style-type: none"> Palaontological resources are not yet protected as required. Regulations have not been completely drafted. Further discussion is provided below
Indicators	Results
Palaontological Regulations are drafted	<ul style="list-style-type: none"> Draft palaontological regulations have been partially completed in 2008-09 and will be completed in 2009-10
Number of Significant Palaontological Sites identified for designation	<ul style="list-style-type: none"> Several significant palaontological sites have been identified for designation. Significant fossils are in the process of being identified. Further discussion is provided below.

Discussion:

In *Protecting the Legacy: Report of the Committee on the Use of Outdoor Resources* (1999), the protection of fossils and fossil sites was recommended.¹⁶ In *Our Smiling Land: Government's Vision for the Protection and Use of Newfoundland and Labrador's Outdoor Resources* (1999), Government's stated policy was that "Government will amend the Historic Resources Act [sic]

¹⁶ See *Protecting the Legacy: Report of the Committee on the Use of Outdoor Resources*, Volume 2, Committee Recommendations (see <http://www.releases.gov.nl.ca/releases/1999/drr/out-vol2.htm>).

by the Fall of 1999 to make it illegal to remove fossils from sites found in the Province to ensure that fossil resources in the Province are not destroyed or looted.”¹⁷

Removing fossils from their site renders their study in situ (in place) impossible, thereby losing vital, irrecoverable information concerning the earth's history and time scale. Accordingly, the removal of fossils from a site will only be authorized after the proper scientific research is undertaken in situ so that removal for further scientific research will not compromise the knowledge gained from leaving them in situ.

In 2001, the *Historic Resources Act* was amended to protect fossil resources and to provide for the management of the collection, trade, sale and export of fossils. Regulations are required to bring into effect the intent of these amendments. Section 33 of the *Act* provides authority to the Lieutenant-Governor in Council to make such regulations.

Draft Regulations Partially Completed

In 2008, the Provincial Archaeology Office, working with the Geological Survey of Newfoundland and Labrador including a provincial palaeontologist, developed draft regulations to address the problem of professional and amateur collectors removing significant fossil resources and/or damaging significant fossil localities in their attempt to remove fossil material for sale, trade or private collections.

Such regulations are intended to address the problem of professional and amateur collectors removing significant fossil resources and/or damaging significant fossil localities in their attempt to remove fossil material for sale, trade or private collections. In addition, the designation of significant palaeontological sites would enable the integration of environmental protection of geological features with economic benefits by harnessing tourism and encouraging applied research in such areas as geology, palaeobotany, palaeobiology and molecular biology.

The regulation of these sites would also encourage recreational and leisure activities along our shorelines and river systems, increase the pride of community ownership, and provide for local involvement and employment opportunities in the management of the areas.

Significant Sites identified but not yet protected

Some significant palaeontological sites of high immediate priority have been identified for designation and protection but until the regulations are approved, significant sites will not be protected (see below).

Explanation of Variance:

It is important for regulatory purposes that significant palaeontological sites, significant fossils and ordinary fossils be clearly defined in the regulations. There are a number of criteria that can help determine significance: age, rarity/uniqueness, abundance, quality of preservation, completeness, size, access for education purposes and various combinations of these. The site may need protection because it is easily accessible to tourists or useful to schools for educational purposes.

¹⁷ See *Our Smiling Land: Government's Vision for the Protection and Use of Newfoundland and Labrador's Outdoor Resources* (see <http://www.releases.gov.nl.ca/releases/1999/drr/smiling.htm>).

In order to complete the draft regulations, in 2009 officials with the Geological Survey of Newfoundland and Labrador including the provincial palaeontologist, will work with the Department of TCR to develop an initial list of significant sites and significant fossils of immediate high priority to ensure a basic level of protection through designation. Once the regulations have been developed and proclaimed, the process of designating significant palaeontological sites and significant fossils can be initiated.

Goal: By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection.		
Objective 2010	Measure	Indicator
By 2010, have reviewed the remaining <i>Historic Resources Act</i> for the protection, preservation and safeguarding of tangible and intangible cultural heritage resources	Remaining <i>Historic Resources Act</i> reviewed	Recommendations for updating and strengthening the <i>Act</i> identified
		Number of new and revised policies to protect, preserve and safeguard tangible and intangible heritage identified for re-development and new development

Strategic Issue 5

Enhancing the competitiveness and sustainability of Newfoundland and Labrador as a tourism destination

The Strategic Direction that "Newfoundland and Labrador becomes a multi-season tourism destination" is addressed in the goal that the department will have "by 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategy." In early February 2009, the Department launched *Uncommon Potential. A Vision for Newfoundland and Labrador Tourism* in order to help guide both Government and our industry partners to advance tourism in Newfoundland and Labrador through to 2020.¹⁸ Since the launch of this plan, priority actions have been implemented as planned.

Goal:

By 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategy.

Measure:

Implemented approved recommendations of the provincial tourism vision and tourism strategy.

¹⁸ *Uncommon Potential* can be viewed in full at http://www.tcr.gov.nl.ca/tcr/publications/2009/Vision_2020.pdf (Last accessed September 23, 2009).

Planned versus Actual:

Objective 2009: By 2009, enhanced the competitiveness and sustainability of the province as a tourism destination by implementing select components of the provincial tourism strategic plan	
Measure	Results
Select components of the provincial tourism strategy are implemented	<ul style="list-style-type: none">• Select components of the provincial tourism strategy are implemented
Indicators	Results
Programs, projects, partnerships and initiatives as recommended in the provincial tourism strategy are implemented	<ul style="list-style-type: none">• Provincial tourism vision has been completed• Selected programs, projects, partnerships and initiatives as recommended in the provincial tourism strategy are implemented

Discussion:

Tourism Vision Completed

Uncommon Potential – A Vision for Newfoundland and Labrador Tourism was launched in Corner Brook during the 2009 Lookout! Tourism Summit, Hospitality Newfoundland and Labrador's annual convention and trade show. *Uncommon Potential* focuses on seven strategic directions¹⁹ to guide the further development of the tourism industry through to 2020:

- Strategic Direction 1 - Establishing a formal public-private partnership – a Tourism Board – to lead the implementation of an action plan to realize the collective vision;
- Strategic Direction 2 - Building stronger relationships with transportation providers – airlines and ferry services so as to address access and service quality issues;
- Strategic Direction 3 - Getting, and sharing, the research required to grow the industry;
- Strategic Direction 4 - Employing better use of technology to further common goals;
- Strategic Direction 5 - Providing tourism operators with the brand tools and marketing support they need to build on the province's marketing success;
- Strategic Direction 6 - Continuing to develop quality products and services that meet the market's demands; and,
- Strategic Direction 7 - Elevating the image of tourism as a professional industry, and developing a stable, skilled, client-focused tourism workforce.

Selected Programs, Projects, Partnerships and Initiatives Implemented

Strategic Direction 1 - Establishing a formal public-private partnership – a Tourism Board – to lead the implementation of an action plan to realize the collective vision

Work on establishing the Tourism Board was initiated since the launch of the Tourism Vision in early February 2009. *Ad hoc* presentations to stakeholders groups have begun. Once in place by June 2009, the Board will develop an action plan and investment framework.

The overall Tourism Vision Investment plan is under development. Some ongoing priority initiatives, for example, Season Extension and implementation of the new Highway Signage

¹⁹ Strategic Directions of *Uncommon Potential – A Vision for Newfoundland and Labrador Tourism* are not the same as the Strategic Directions of Government. The Strategic Directions as directed by Government are the articulation of desired physical, social or economic outcomes, and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Strategic directions as listed in *Uncommon Potential* are the areas of focus over the course of the plan.

system (see below), were approved under Budget 2009-10 in March 2009. A total of \$150,000 was allocated to continue tourism season extension projects in the Discovery Trail and extend this program to Viking Trail regions of the province (see below).

Strategic Direction 2 - Building stronger relationships with transportation providers

In 2008-09, the Department of TCR undertook research and consultation into signage systems that work effectively throughout Canada and the world, the Tourist-Oriented Directional Signage (TODS) model emerged as the best option. TODS is the most universally accepted and widely used approach for integrating public and private tourist services and attractions signage into the highway system. Once fully implemented, the TODS model will result in signage that is consistent, easy to locate, and which uses universal symbols and standards for optimal effectiveness.

The Provincial Government is taking the first step this spring towards full implementation of a new highway signage system. The Department of TCR will be responsible for coordinating the new policy. The Department of Government Services will be responsible for issuing permits for highway signs and the Department of TW crews will remove and discard any unapproved signage that remain on the highways.

Service provided by Marine Atlantic is extremely important to the province's travel and tourism industry as it provides the direct link to the island portion of the province to the mainland. This service is also the first and last impression given to the non-resident automobile visitor. Newfoundland and Labrador relies on the gulf ferry service for almost half of its non-resident tourists. Total Marine Atlantic ferry passenger traffic in 2008 reached approximately 387,600 passengers, a decrease of -7% compared with 2007. Non-resident auto visitors decreased by -11% for the period January 1, 2008 to December 31, 2008 to approximately 114,100 travellers with associated expenditures of \$70.6 million.

In early 2009, Marine Atlantic also introduced its newest vessel, the *Atlantic Vision*, into service. In March 2009, the Minister of Tourism, Culture and Recreation met with the new Chief Executive Officer (CEO) of Marine Atlantic Incorporated, Mr. Wayne Follett. The Department of TCR, through the leadership of the Assistant Deputy Minister – Tourism, will work with Marine Atlantic officials on a number of areas of mutual interest and priority concerning the important role of Marine Atlantic in the tourism industry.

The Provincial Government is also committed to exploring ways to encourage more air transportation capacity and more direct and frequent air services in Newfoundland and Labrador. In February 2009, the Department of Business released the report entitled, "Setting Direction: Study of Air Transportation, Newfoundland and Labrador" which was prepared by independent consultants for the purpose of identifying potential opportunities to encourage greater air transportation capacity and enhanced levels of service for passengers and cargo to and from the province.

The report contained six recommendations that are focused on the potential for increasing air transportation capacity in Newfoundland and Labrador based on the province's existing strengths in airport infrastructure, routes, and airline partnerships, as well as by investing strategically in activities and economic sectors that would support increased capacity. The Provincial Government, led by the Department of Business and including the Departments of TCR, TW and INTRD, has begun assessing the recommendations put forward in the report in order to identify balanced, workable measures that address air access needs from a province-wide perspective.

Strategic Direction 3 – Getting, and sharing, the research required to grow the industry

Under Budget 2008-09, an allocation of \$425,000 was made for the establishment of a dedicated Tourism Research Division and a new Tourism Research Director. Phase One of the provincial Exit Survey was initiated in January 2008-09. This research, which profiles the current non-resident air and auto exit tourism markets, was identified as the most important immediate priority under the new Tourism Vision. This survey is undertaken through contract research and in partnership with the Newfoundland and Labrador Statistics Agency (NLSA) of the provincial Department of Finance. A new Tourism Research Director will be hired by May 2009.

Strategic Direction 4 – Continuing to develop quality products and services that meet the market's demands

The Tourism Branch continued to work with Destination Labrador through marketing and product development workshops and related initiatives in 2008-09. The Tourism Branch also contributed financially to projects led by the three other regional destination management organizations (DMOs) in the province and worked with DMO staff on important initiatives. This work will continue under Budget 2009-10 that allocated \$150,000, an increase of \$50,000 over 2007-08 budget levels, in support of Destination Labrador.

In 2008-09, the Discovery Trail Tourism Association (DTTA) entered Phase Three of the successful Provincial Season Extension Program, originally launched in September of 2006, through joint funding of the provincial and federal governments. The goal of this program, consistent with the Tourism Vision, is to extend the region's tourism season beyond the traditional summer months into September and October. Phase Three in 2008 built upon the program of the previous two years and consisted of a fall campaign and the addition of a spring campaign.

Following gains in 2007 compared to 2006, the Discovery Trail Region showed decreases in nearly all major indicators in 2008 compared to 2007 for both the operating season and the period of season extension as shown in Tables 2a and 2b below.

In the first phase of season extension, gains were made in visitation in the Discovery Trail Region. An independent evaluation of Year One, completed by Connections Research, demonstrated that the positive results of this program in meeting objectives and achieving goals exceeded expectations. Funding from ACOA, INTRD and TCR was confirmed for two more years and the tourism industry was very supportive of the continuation of the pilot to completion for both Spring 2008 and Fall 2008.

A major factor in the decline in visitation from 2007 to 2008 was the drop in non-resident auto traffic during 2008. The Discovery Trail Region, as with other rural tourism regions of the province, is especially dependent on this market. From January 1, 2008 to December 31, 2008, there were an estimated 480,100 non-resident visits to Newfoundland and Labrador, a decrease of 2.0% over the same period in 2007. Non-resident tourism expenditures in the province from January 1, 2008 to December 31, 2008 were estimated to be \$369.3 million, an increase of 3.3% over the same period in 2007. The number of non-resident automobile visitors traveling to the province in 2008 decreased - 11% over 2007 levels.

Table 2a: Discovery Trail Selected Travel and Tourism Indicators 2006, 2007 and 2008 Overall Operating Season						
Indicator	2006	2007	Change¹	2007	2008	Change¹
Roofed Accommodation Room Night Sales	65,900	70,500	7.0	70,500	67,200	-4.7
Roofed Accommodation Occupancy Rate ¹	37.9	40.4	2.5	40.4	38.6	-1.8
Roofed Accommodation Room Revenue (\$M)	\$5.9	\$6.6	11.9	\$6.6	\$6.6	0.0
Roofed Accommodation Average Daily Rate	\$89	\$93	4.5	\$93	\$98	5.4
Provincial Historic Sites Total Person Visits ²	41,000	47,500	15.8	47,500	24,200	See Note ²
Provincial Visitor Information Centre Person Visits (Clareville)	8,600	8,800	2.3	8,800	6,600	-25.0
Ryan Premises National Historic Site	7,300	6,900	-5.5	6,900	6,800	-1.4
Provincial Park Camping Units	3,600	3,500	-2.8	3,500	3,400	-2.9
Source: Newfoundland and Labrador Travel and Tourism Travel Indicator Program, Tourism Research Division						
Notes						
¹ Change in occupancy rate is expressed as point change. Change for all other indicators is expressed as percentage change. The increase in the average daily rates reflects increased rates charged by tourism operators.						
² Due to a change in methodology 2008 visitor counts for the Provincial Historic Sites cannot be compared to levels reported during 2007. During the 2008 operating season only visitors entering the building (receiving tickets) were counted while in 2007, visitor counts included estimates of people "on site" but not entering the building.						

Table 2b: Discovery Trail Selected Travel and Tourism Indicators 2006, 2007 and 2008 – September and October (Period of Season Extension)						
Indicator	2006	2007	Change¹	2007	2008	Change¹
Roofed Accommodation Room Night Sales	13,600	15,800	16.2	15,800	13,500	-14.6
Roofed Accommodation Occupancy Rate ¹	38.4	44.9	6.5	44.9	38.4	-6.5
Roofed Accommodation Room Revenue (\$M)	\$1.2	\$1.5	25.0	\$1.5	\$1.3	-13.3
Roofed Accommodation Average Daily Rate	\$88	\$92	4.5	\$92	\$97	5.4
Provincial Historic Sites Total Person Visits ²	5,500	6,400	16.3	6,400	4,400	See Note ²
National Historic Sites Total Person Visits (Ryan Premises)	1,700	1,700	0.0	1,700	1,500	-11.8
Provincial Visitor Information Centre Person Visits (Clareville)	1,000	1,400	40.0	1,400	1,000	-28.6
Source: Newfoundland and Labrador Travel and Tourism Indicator Program, Tourism Research Division.						

Table 2b: Discovery Trail Selected Travel and Tourism Indicators 2006, 2007 and 2008 – September and October (Period of Season Extension)						
Indicator	2006	2007	Change ¹	2007	2008	Change ¹
Notes: ¹ Change in occupancy rate is expressed as point change. Change for all other indicators is expressed as percentage change. The increase in the average daily rates reflects increased rates charged by tourism operators. ² Due to a change in methodology 2008 visitor counts for the Provincial Historic Sites cannot be compared to levels reported during 2007. During the 2008 operating season only visitors entering the building (receiving tickets) were counted while in 2007, visitor counts included estimates of people “on site” but not entering the building.						

The overall decline in non-resident auto traffic as reflected in the decline in visitation in the Discovery Trail region was influenced by the steep rise in Marine Atlantic ferry rates and high fuel costs in 2008. Although the increase in tourism visitation was not achieved, other important gains were made in the development of new packages and new attractions, and the cooperation of regional tourism operators in jointly maximizing opportunities through marketing and promotions. This will bode well for future tourism seasons.

Goal: By 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial Tourism Vision and Strategy.		
Objective 2010	Measure	Indicator
Enhanced the competitiveness and sustainability of the province as a tourism destination by further implementing select components of the provincial tourism strategic plan	Select components of the provincial tourism strategic plan further implemented and investment plan completed	Select components of the provincial tourism strategic plan further implemented and investment plan completed
		Performance measurement framework developed
		Programs, partnerships and initiatives as recommended in the action plan are implemented
Note: A performance measurement framework of the provincial Tourism Vision is to be developed in 2009-10. This work will be undertaken in partnership with the Department of Finance.		

OPPORTUNITIES AND CHALLENGES AHEAD

The Department of Tourism, Culture and Recreation will be entering an exciting period of change and transformation. Major ten-year strategies in Culture and Recreation and Sport are moving toward their mid-point over the next two years and are being evaluated and adjusted for full implementation over the remainder of the planning period 2008-2011.

The Department will be experiencing a very dynamic work environment as a large proportion of its permanent workforce pass on their knowledge as they approach retirement. Some of the most important opportunities and challenges for the coming year are highlighted below.

Recreation and Sport

- The Recreation and Sport Divisional Review will be completed in 2009 and the transition process to revitalize the Division and align its programs and partners with the key goals and objectives of Active Healthy Newfoundland and Labrador will begin, especially in the area of physical activity.
- This will go hand in hand with the outcome of the review of the Newfoundland and Labrador Games and increased emphasis through enhanced coordination and partnerships to increase accessibility and reduce physical inactivity and encourage physical activity. With the Department of Municipal Affairs, the Recreation and Sport Division will continue to complete assessments for priority projects in recreation infrastructure.
- In 2009, the Inter-Governmental Committee will focus primarily on physical activity targets, bilateral agreements, and other specific work to be identified. TCR is working more closely with the Department of Health and Community Services on mutual work related to physical activity and the Provincial Wellness Plan.
- In March 2009 under Budget 2009-10, funding was secured for the establishment of an Alliance for Physical Activity. Monies were also secured in Budget 2009-10, and \$75K was allocated for addressing physical activity levels for under-represented groups and to start the process of deliberately engaging under-represented groups on these issues. Targeted consultations and engagement with these communities will be among the next steps.
- In Budget 2009-10 monies were secured to enhance the monetary support to communities for recreational programming, especially support for seniors. The Recreation and Sport Division will work with Recreation NL on how best to maximize the use of this new funding.

Heritage

- The Heritage Division, through its Provincial Historic Sites Unit, will work to complete the re-capitalization and revitalization of the province's Provincial Historic Sites, especially advancing work on the Colonial Building. Recruiting and retaining seasonal interpretive staff especially in rural locations will be a continuing challenge.
- Continuing the review of the *Historic Resources Act* and all government legislation pertaining to tangible and intangible cultural heritage will result in legislative reform and new policies that contribute to further development of the province's Heritage Framework and protection and sustainability of these significant non-renewable resources.
- New federal-provincial funding must be secured in support of the Historical Places Initiative (HPI) which expires March 31, 2010. The sustainability of non-profit community museums, heritage organizations and attractions is a continuing challenge as is the declining volunteer base, especially in rural areas. The Heritage Division will

continue to work with key partners throughout the province in promoting best practices in heritage preservation and interpretation.

Arts

- Federal reductions to important cultural programs in 2008 will continue to have a big impact in 2009-10, especially in export development. Promised provincial investments under Budget 2009-10 to replace Federal support will work to mitigate these impacts.
- The Department of TCR will persist in urging the Federal Government to work with provinces and territories on solutions to support cultural development across Canada and in the province.
- The Department will strive to put in place the Status of the Artist Code.
- Cultural industries in Newfoundland and Labrador are growing and they must have the means to access national and international markets. There are increased costs of services to artists, especially travel costs. Both artists and funders are challenged to keep pace as new technologies and new media emerge.
- The Department will be evaluating the results of the Cultural Plan from 2006-07 to 2008-09 with a focus on further developing and fine-tuning such key programs as the Cultural Economic Development Program (CEDP).

Arts and Culture Centres

- The Centres will work to implement key priorities from Strategic and Operational Review of Arts and Culture Centres recommendations in 2009-10 and beyond. In 2009-10, Arts and Culture Centres will focus on developing a comprehensive Human Resources Plan and deciding on a preferred Governance model. Community and regional input and partnership will work to enrich the artistic direction of the Centres.
- Another challenge – and opportunity – will be revitalizing the aging infrastructure of the Centres through a long-term revitalization of facilities, equipment and technology.

Tourism

- The tourism marketplace is becoming more competitive and the province will be challenged to keep its competitive edge. With the Tourism Vision in place, a Tourism Board will be established in 2009 to communicate the Tourism Vision and to develop a priority action plan and investment plan. This will include development of an enhanced research strategy with relevant and timely information and analysis including undertaking a provincial Exit Survey.
- The Department of TCR will continue to work with government and industry partners to make it easier, more cost-effective and safer to travel to and within Newfoundland and Labrador as well as to make it a rich part of the visitor experience. Working with the Department of Business which has the lead in developing a provincial air access strategy, as well as the Departments of INTRD and TW, the Department of TCR will support initiatives leading to improved air access.
- The Department will work with industry partners to increase technology adaptation within industry. It will review Visitor Information and technology use, including Visitor Information Centres and the provincial Travel Guide.
- Tourism marketing will continue to build the provincial tourism brand and increase consistency. There will be support for targeted destination marketing and product development in all regions of the province.

Special Events

- The Bartlett Celebrations in 2009 and the Cupids400, the Junos and Olympics in 2010 are opportunities to capitalize on market awareness and the province's unique culture, vibrant and dynamic arts community and rich heritage.
- The challenges will be to have a measurable return on investment and to deliver quality events and activities.

Corporate

- In 2009-10, the Department will focus on the challenge of succession planning. The results of ongoing organizational reviews in all lines of business will better align the Department with its Government commitments and sector strategies as these unfold.
- Improvements in information management as well as learning and development strategies will support the Department's employees and new recruits in enhancing skills and shifting modes of work to meet new challenges and demands.
- The pace of technological advancement will continue to drive new business and customer service practices. The Department will continue to build teams to maximize and integrate key initiatives while at the same time working to improve working environments and employee engagement, including enhanced internal communications.

APPENDIX A – DEPARTMENT OF TOURISM, CULTURE AND RECREATION SUMMARY OF NET EXPENDITURES (BY DIVISION)

Expenditure and revenue figures for the Department of Tourism, Culture and Recreation, as included in this document and the following table were provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund* for the year ended March 31, 2009. This is an **unaudited** financial statement as the Department is not required to provide an audited financial statement for this report.

Department of Tourism, Culture and Recreation Summary of Net Expenditures (By Division) For The Year Ended 31 March 2009			
Division	Actual (\$)	Estimates Amended (\$)	Estimates Original (\$)
Executive and Support Services	\$4,480,367	\$5,591,600	\$5,057,500
Tourism	\$16,643,269	\$16,906,600	\$16,967,300
Culture and Heritage	\$23,259,160	\$24,337,300	\$23,602,400
Recreation Services and Facilities	\$6,515,408	\$7,081,600	\$6,869,900
Total Department	\$50,898,204	\$53,917,100	\$52,497,100

APPENDIX B – ACTIVE MINISTERIAL ENTITIES REPORTING TO THE MINISTER OF TOURISM, CULTURE AND RECREATION

The Rooms Corporation of Newfoundland and Labrador (The Rooms)

The Rooms is a crown corporation created in 2002 under the *Corporations Act* to govern the Provincial Art Gallery of Newfoundland and Labrador, the Provincial Archives of Newfoundland and Labrador and the Provincial Museum of Newfoundland and Labrador. The Board of Directors are appointed by the Minister of Tourism, Culture and Recreation and, under the Chair, are responsible to ensure that the Provincial Museum, the Provincial Archives and the Provincial Art Gallery conserve, exhibit, and present the artifacts, archival records and art of Newfoundland and Labrador on a world-class level.

The Rooms supports the Department of TCR in the implementation of its Strategic Directions, notably the direction which states that Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed. Under the *Transparency and Accountability Act*, The Rooms Corporation is a Category One entity.

Marble Mountain Development Corporation (MMDC)

Marble Mountain Development Corporation was incorporated in April 1988 and is a totally provincially-owned crown corporation. The Corporation's principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses. The Corporation was transferred to the Department of Tourism, Culture and Recreation from the Department of Finance in 2000 and is managed by a Board of Directors. The Marble Mountain Development Corporation is a Category Two entity, as classified by the *Transparency and Accountability Act*.

Newfoundland and Labrador Film Development Corporation (NLFDC)

The NLFDC was created in 1997 with a mandate to foster and promote the development of the province's indigenous film and video industry and to establish Newfoundland and Labrador as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund (EIP) and the Newfoundland and Labrador Film and Video Industry Tax Credit. The corporation operates at arms length from the Provincial Government through an independent Board of Directors and staff.

The NLFDC also supports the Department in the implementation of its Strategic Directions, notably the direction that states that sustainable creative enterprises and cultural industries (including heritage industries) are developed. The NLFDC is a Category Two entity, as classified by the *Transparency and Accountability Act*.

Newfoundland and Labrador Arts Council (NLAC)

Under the *Arts Council Act*, the Newfoundland and Labrador Arts Council is mandated to "foster and promote the study, enjoyment of and the production of works of art of the province and to encourage the preservation and public awareness of cultural heritage." The mandate is accomplished by offering grants to individuals and companies for the creation of new works in all disciplines, by offering sustaining grants to arts organizations, by recognizing outstanding contributions through Arts Awards and by other means.

The Council, which operates under the direction of a Board of Directors (mainly composed of members of the arts community), is the key vehicle by which government supports the creative process of the arts. The NLAC supports the Department of TCR in working to ensure that the

province's vibrant artistic community is recognized for its cultural and economic contributions. The Council's programs offer stable working conditions to professional artists through public and private sector support and provide support toward the development of sustainable creative enterprises and cultural industries (including heritage industries). Under the *Transparency and Accountability Act*, the NLAC is a Category Three entity.

Heritage Foundation of Newfoundland and Labrador (HFNL)

As stipulated in the *Historic Resources Act*, the mandate of the Heritage Foundation is "to stimulate an understanding of, and an appreciation for, the architectural heritage of the province; to support and contribute to the preservation, maintenance and restoration of buildings and other structures of architectural or historical significance in the province; and to contribute to the increase and diffusion of knowledge about the architectural heritage of the province." The HFNL accomplishes this mandate by designating buildings of architectural and historical significance, by providing matching grants to owners of designated buildings for restoration purposes and by educating the public and by advising the Minister of Tourism, Culture and Recreation.

The Foundation delivers the *Historic Places Initiative (HPI)*, a national program to protect the architectural heritage of Canada, on behalf of the Department of TCR. The HFNL also supports the Department in the implementation of its Strategic Directions, notably the direction which states that Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed. The Foundation is also instrumental in ensuring that Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated. The HFNL is a Category Three Entity, as classified by the *Transparency and Accountability Act*.

APPENDIX C – INACTIVE MINISTERIAL ENTITIES

Newfoundland and Labrador Tourism Marketing Council (NLTMC)

The Newfoundland and Labrador Tourism Marketing Council has been in place since September 2003. The Council's mandate is to advise in the preparation of strategic marketing and annual marketing plans, to monitor the implementation of marketing programs, to advise the Department about developing industry marketing partnership programs and to report annually to the Minister of Tourism, Culture and Recreation and industry on marketing programs and their results. Inclusion of industry in a formal process provides a forum to enhance the Department's marketing efforts as industry and the Provincial Government work more collaboratively to achieve common goals. NLTMC is a Category Three entity. With the creation of the new Tourism Board in 2009, the Newfoundland and Labrador Tourism Marketing Council will be proposed for de-classification in 2009. Because the new Tourism Board has replaced the NLTMC, the Department of TCR will no longer be reporting on the NLTMC.

The Special Celebrations Corporation of Newfoundland and Labrador Inc. (SCC)

The SCC is a special operating agency of the Department of TCR. It was incorporated under the *Corporations Act* on August 27, 1998. It was established to plan, organize, manage and supervise tourism special events for the Government of Newfoundland and Labrador. The Department utilized this Corporation from 1998 to 2002 to develop a series of special celebrations. In May 2003, the Department was authorized through the Special Celebrations Corporation to provide funding (from its existing bank account) in support of various festivals, community celebrations and promotional events normally considered under the Department's Cultural Events Fund, and to subsequently dissolve the Corporation when all of these funds had been expended. The SCC is a Category Three entity for the purposes of the 2008-09 reporting period. Formal dissolution of this Corporation was initiated during the 2008-09 fiscal year, therefore the Department of TCR will no longer be reporting on it.